



3. VISION ELEMENTS

3.1 Supporting Organizational Missions

3.2 Quality of Life

3.3 Quality of the Built Environment

3.4 Transportation and Mobility

3.5 Community & Partnerships

3.6 Natural Resources

3.7 Economic Sustainability

3.8 Growth & Change

VISION ELEMENTS

CREATING THE VISION

Several primary themes became evident during the planning process. These themes were then translated into eight inter-related, and complementary Vision Elements. The Vision Elements are intended to provide the foundation for a continued prosperous and successful future in the UMED District, while recognizing the unique attributes that make this area so special.

The Vision Elements serve as central concepts around which to organize the various goals and recommendations, while also addressing the planning concerns of the Municipality of Anchorage, the UMED organizations, and UMED residents.

The eight Vision Elements are:

1. Supporting Organizational Missions
2. Quality of Life
3. Quality of the Built Environment
4. Transportation and Mobility
5. Community & Partnerships
6. Natural Resources
7. Economic Sustainability
8. Growth & Change

The Vision Elements are interrelated—brought together to beneficially shape and address a variety of issues including land use and development, communication, transportation, economic sustainability, partnerships, and natural resource protection. To some extent, the Vision Elements may rely on the economic viability of the district. The organization of these distinct Vision Elements allows for the creation of focused and concrete goals and recommendations that address the eight major themes.

To that end, each Vision Element is comprised of an overarching concept statement, a series of goals and recommendations and/or implementation items for achieving the goal.

Throughout the text there are references to Case Studies and Examples, and cross-references to related visions when there is thematic or conceptual overlap.

The Implementation Table found in Chapter 4 takes the Vision Elements, goals and recommendations and formats these items into table format. The table identifies a timeframe for achieving these recommendations, participating partners, and potential funding or resources to carry out the recommendations.

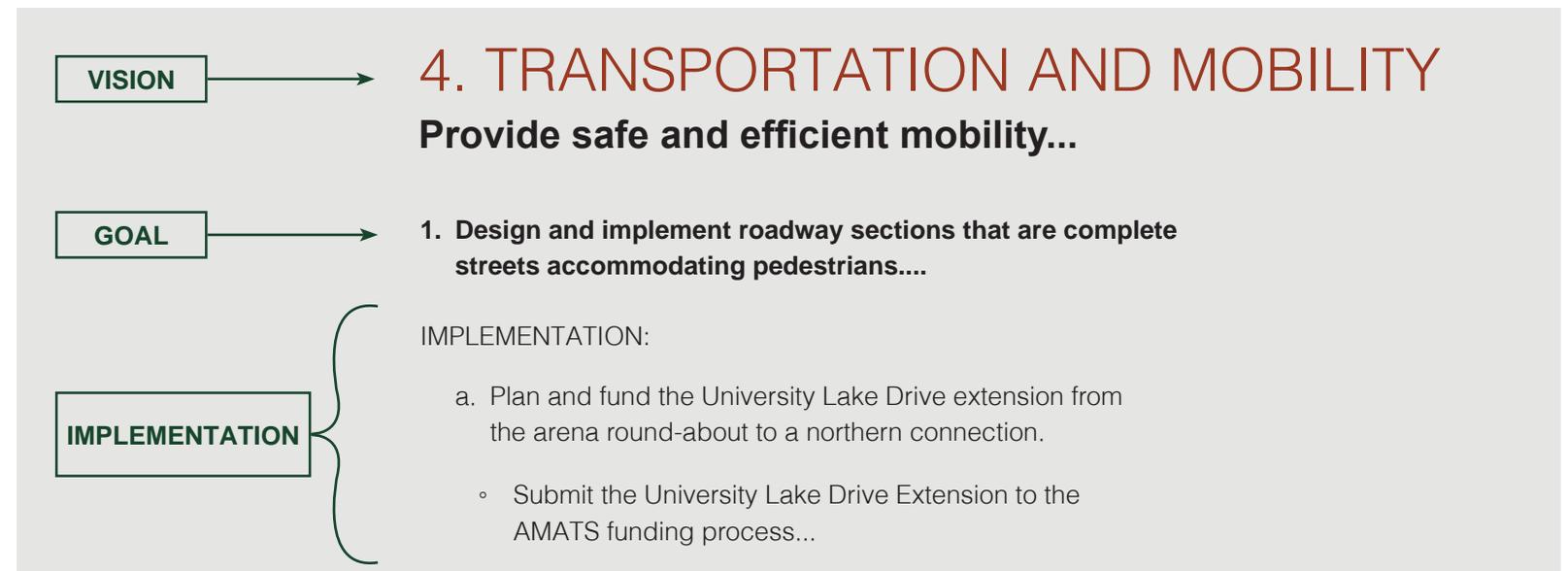


Figure 29. Hierarchy of the Vision Elements.

3.1 SUPPORTING ORGANIZATIONAL MISSIONS

The organizations that comprise the UMED District provide services that are unique and important to the entire state of Alaska. This plan recognizes that the District would not be what it is without these organizations and that support of their missions provides benefits to all.

BACKGROUND

The UMED District is unique in Alaska, containing a diversity of neighborhoods, commercial areas, and organizational development. Residential neighborhoods are located in the eastern and southern portions of the District. These organizations are non-profit entities that contribute significantly to the economy of Anchorage. The majority serve educational and medical purposes. Youth detention, social services, religious organizations, and Alaska Native and American Indian people services are also located in the UMED District. A concise description of the UMED organizations, including plans for their future growth is found in the “UMED District Plan Supporting Documents.”

The Bureau of Land Management (BLM) held land patents on much of the UMED area in the early 1950s. The patents are now expired. UMED organizations are free to develop without approval from the BLM.

The UMED District is the second largest employment center in the State, with 13,700 jobs, accounting for 9% of all jobs in the Municipality of Anchorage. Almost 80% of these jobs are in the education and health sectors. The organizations have created a thriving nexus of economic growth, education, research, and health services. The momentum of this success has spurred an environment in which rapid growth is both needed and feasible.

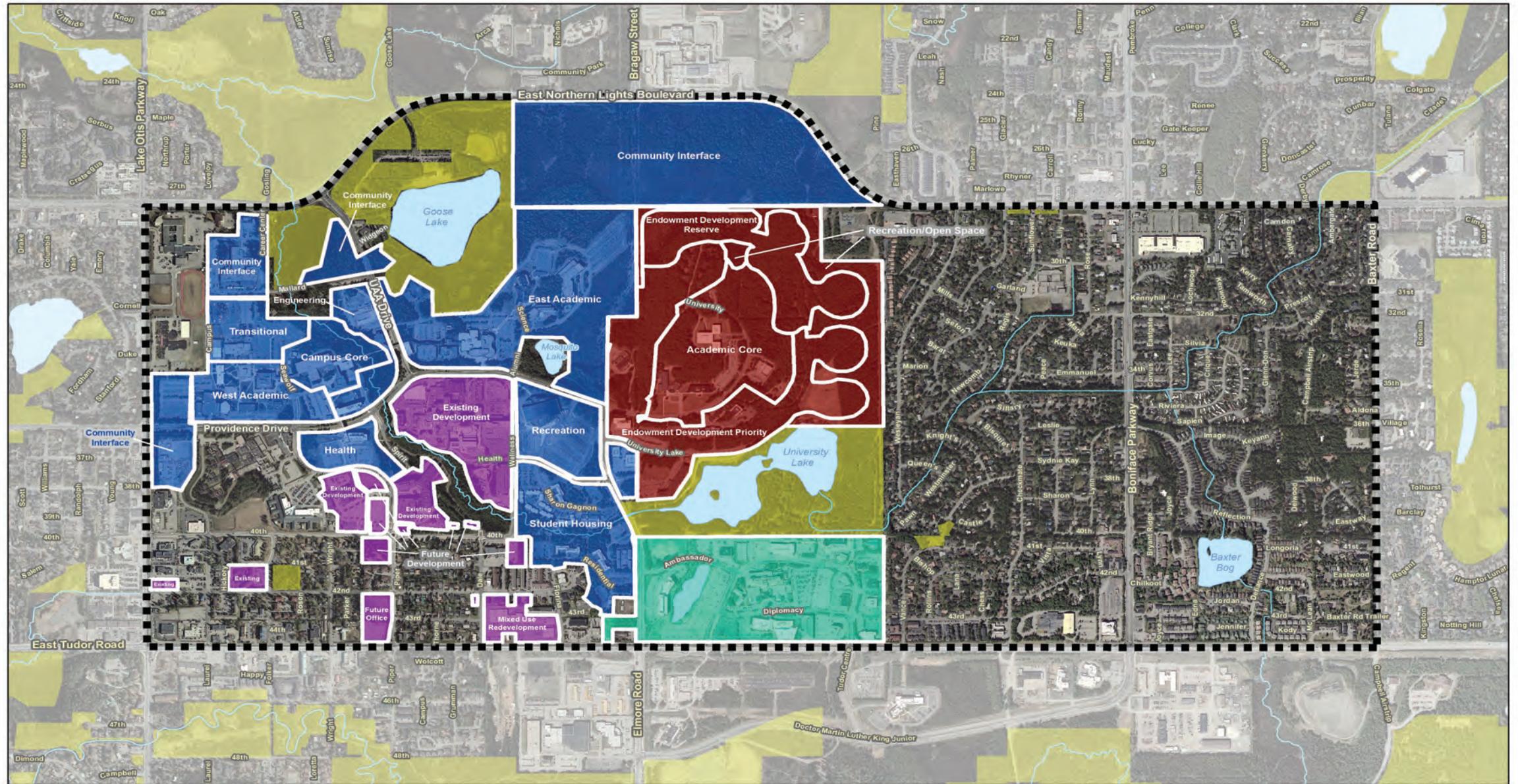
Expanding services, enlarging facilities, housing, and improving transportation are a few of the many organizational challenges in light of funding prospects and available land. Continued success will include coordinated efforts, maximized potential and open lines of communication between all interested parties. Dialogue with the local community is especially important and can be achieved through the community councils, stakeholder meetings, and the UMED Steering Team.

This Vision Element reinforces the importance of enabling organizational growth, continued collaboration and partnerships, to help shape the future and recognize a holistic approach to development. Vision Element goals also build on concepts found in the UMED organizational master plans. Acknowledging existing master plans encourages a comprehensive planning strategy. Collaboration can reduce costs and allow input from local residents, the Municipality of Anchorage, and other governing agencies.

Collaborative efforts abound throughout the UMED between the Southcentral Foundation (SCF) and the Alaska Native Tribal Health Consortium (ANTHC), Providence Alaska Medical Center and ANTHC, and UAA and APU. These efforts present a history of coordinated service efforts that started early in the establishment of the UMED District.

ORGANIZATIONS WITHIN THE UMED DISTRICT:

- Alaska Native Tribal Health Consortium (ANTHC)
- Alaska Pacific University (APU)
- Alaska Psychiatric Institute (API)
- Anchorage School District (ASD)
- McLaughlin Youth Center (MYC)
- Providence Alaska Medical Center (PAMC)
- Southcentral Foundation (SCF)
- Trust Land Office (TLO)
- University of Alaska Anchorage (UAA)



UMED District Plan Combined Master Plan Map

Imagery: 2015 LIDAR

UMED Plan Area

Municipality of Anchorage
Parks & Open Space

Master Plans

University of Alaska, Anchorage

Alaska Pacific University

Alaska Native Tribal Health
Consortium Medical Center

Providence Alaska Medical Center



Figure 30. Combined Universities and Medical Campuses Master Plan Map.

This collaborative process began with the adoption of a comprehensive approach to development and shared growth initiated in the early 1980's with the Goose Lake Area Plan and has progressed as the area evolved and became the UMED District. A cooperative approach can create efficiencies and economies of scale that can benefit everyone. For example, the potential for pooling real estate assets could enable more flexible development mechanisms such as public-private partnerships which can plan and finance the desired mixed-use retail, commercial, and housing in the District.

This Vision Element also focuses on the many important attributes needed to support the long-term growth and change that will happen in the UMED District by establishing a regular plan update process. Supporting growth includes acknowledging the characteristics that make the UMED District area unique to our community. Listening provides opportunities for early and ongoing community input.

Educating the UMED organizations and stakeholders will provide them with the tools for development and management of their properties. There may be changes required to policies, codes, and guidelines. Lastly, it is the desire of the community to establish a regular 5-year timeline for updates to the UMED District plan. This timeline is anticipated and accepted as the norm for this planning area by our community. This Vision Element is also meant to inform the different supportive elements for the UMED organizations and to ensure the stakeholders that their ideas for this thriving UMED District are heard and incorporated.

GOALS

1. Identify a comprehensive land use strategy for the entire District to allow for institutional growth and ancillary uses that support organizational missions

IMPLEMENTATION:

- a. Fund and complete corridor studies adjacent to the District in key locations to allow for institutional growth and ancillary uses that support organizational missions.

When completing future studies consider the following:

- Consider new land use designations in key locations to allow for institutional growth and ancillary uses that support the organizational missions.
- Seek to implement and fund public/private partnerships on priority projects to provide housing, commercial, and retail space within the UMED.
- Foster commercial and retail development that withstands market realities and responds to the desires and recommendations of UMED management, students, staff, and nearby residents.



Figure 31. View of the northwest portion of the UMED, looking southwest.

2. Shape future growth in accordance with the distinct values expressed in this plan.

IMPLEMENTATION:

- a. Encourage the UMED organizations to seek Assembly approval of adopted master plans.

The following may be considered as the organizations complete and implement their master plans:

- Create a pedestrian friendly environment that prioritizes non-vehicular modes of transportation. *See TDM Case Study.*
- Encourage the development of a UMED Village to accommodate the needs of a growing population and foster the sense of community found in the UMED. *See Mixed Use Development Case Study.*
- Incentivize new housing on private and organizational property in the planning area.
- Ensure that transportation and infrastructure projects enhance rather than detract from the District character.
- Encourage the redevelopment of existing commercial areas to provide goods and services that serve the needs of residents, employees, and students.

- Encourage the individual organizations to manage project development with a broader campus and district-wide approach, in lieu of a project-by-project or single-campus basis, in order to reinforce a holistic UMED District environment.

3. Develop community building opportunities for the public to better understand the operational challenges and development missions of the UMED organizations.

IMPLEMENTATION:

- a. Hold regular UMED District Steering Team meetings to discuss issues of mutual interest that could include housing, employment, and provide progress reports in these areas. The UMED Steering Team has committed to continue meeting on a quarterly basis to help fulfill the recommendation.

The Community Engagement process may include the following:

- Listen to and incorporate residential neighborhood and community council input early in the process.
- Use a community engagement process to allow all stakeholders, including District employees, students, area residents, and community councils to receive ideas and provide input.
- Provide greater transparency by facilitating public online access to the Municipality of Anchorage's data.

4. Educate and provide UMED organizations and stakeholders with guidance on how to apply District development standards including Title 21 and specifically Chapter 21.03.110-Institutional Master Planning.

IMPLEMENTATION:

- a. Conduct annual or bi-annual public education meetings on Title 21 updates to ensure understanding and use of the code.

3.2 QUALITY OF LIFE

Maintain and improve the characteristics that make the plan area an enjoyable place to live, work, and play—especially walkability, connection to nature and open space, recreation, and the sense of District identity.

BACKGROUND

Quality of Life encompasses overall wellbeing and happiness. It is an intangible quality that is not easily measured and relates to many planning values and factors. Among the numerous factors it encompasses, Quality of Life includes the desire for security and peace of mind, health, comfort, cleanliness, recreation, relaxation, and access to valued amenities. It is influenced by every other Vision element of this plan, but for the purpose of creating concrete recommendations, the goals of this Vision element have been limited to recreation within a natural setting, amenities available in that natural setting, establishing a district-wide identity, and the feasibility of new development with a programmed lively public space.

RECREATION WITHIN A NATURAL SETTING

The natural setting and spectacular views are key ingredients that contribute to the quality of life in the UMED District. The positive identity of each organizational campus relies to some degree on its natural setting, which provides outdoor recreational opportunities and respite for students and staff, medical patients, and residents. It is one of the few places in Anchorage that has an abundance of trails located in a natural setting with wildlife and year-round views that provide a sense of peacefulness. In the organizational core, the natural areas, parks, trail corridors and Chester Creek provide unifying features within the UMED District.

Maintaining public access to, and continued use of, these elements found both on public and private property presented for lively discussions during the public process. Parks, trails and the associated facilities are maintained for the benefit of all users on MOA-owned and managed property and right-of-way.

The distinction is made in this plan between MOA-owned and organization-owned lands containing trails because of the potential for future development on APU and UAA property where trails may currently be located. The organizational master plans clearly delineate existing trail corridors as locations where future development may occur. While there is a large network of trails on APU and UAA property, the discussion on the management and funding of trails in this plan will be directed to those trails and trail facilities that the MOA manages and maintains.

The planning process identified significant upgrade and management issues at University and Goose Lakes, and along the trail corridors that access both lakes. These issues such as dog control, trail maintenance, safety, and accessibility, may change in the future with a better informed public, adopted park management plans and dedicated funding for conservation, operation, and maintenance.



Figure 32. Cross-country skiing in the UMED at Goose Lake Park.



Figure 33. University Lake Park.

DISTRICT-WIDE IDENTITY

Input from the public engagement process supported the need for the acknowledgment of the UMED District as a special place within Anchorage. Many of the organizations within the core area have gateway features that identify their district location. Piper Street also has a gateway feature into the core area. Creating a unified identity for the UMED to be used by perimeter businesses, special events, and for marketing UMED services is proposed with this Vision.

NEW MIXED-USE DEVELOPMENT

The UMED community has expressed a desire for new mixed-use development that would provide both retail and housing to create a focal gathering point to reinforce the District's unique sense of place. A mixed-use development in the District—a UMED Village—has been a goal for many years and was addressed in the 2003 Umed Framework Master Plan. In light of the continued desire and importance of such a project, it is emphasized again in this plan. Recommendations for the UMED Village are also found in Economic Sustainability with focus on the economic aspects and potential benefits of a village development.

UMED VILLAGE CONCEPT

The UMED Village is envisioned to be a mixed-use commercial and residential area that will meet housing and retail demand and reduce reliance on cars. Moreover, the Village is seen as a vibrant gathering place for the UMED community. The District's unique combination of organizations, residences, commerce, and nature give it the potential to be an exciting and interesting destination, and the UMED Village will be a point for galvanizing these elements, where the District's unique sense of place and identity can be materialized and experienced.

The UMED Village will also bolster the competitiveness of the universities within the District. Campus life is critical to attracting students and staff. If placed strategically within walking distance of UAA, APU, and the Alaska Airlines Arena, the District's students, staff, and visitors will be able to contribute to the success of retail, entertainment, food, and beverage tenants within the Village and reduce vehicle trips. The proximity of the Village and these organizations also ensures efficient use of resources. The UMED Village will be a catalyst for investment in an environment where private sector companies can collaborate with the UMED organizations to spur workforce development, education, business start-ups and may encourage nearby properties to redevelop.

A UMED Village was considered economically viable through the Strategic Economics Study published during this planning process. According to the Commercial, Housing, & Market Conditions found in Chapter 8 of the Supporting Documents, the UMED District has a demand for centralized commercial space and the development of more housing. Although there is over 150,000 square feet of retail existing within the District, there is room for an additional 35,000 square feet. In addition, the location of existing retail is not accessible on foot. Existing retail businesses are dispersed on the outskirts of the UMED District and most of it is not in a location that is easily accessible by the District's large student and employee population. For example, residents and workers in the center of the District are over two miles from the nearest supermarket and thus do not have access to fresh food and groceries. The development of the UMED Village is an opportunity to create a pedestrian-oriented and accessible commercial center.

The UMED Village can provide housing for the universities and the greater community. The market analysis estimates demand for between 750 and 1,125 residential units in the UMED District over the next 20 years. Compact housing types such as townhouses and apartments are more sustainable and create walkable neighborhoods, but this housing type is not yet financially feasible for private developers due to high land costs and high construction costs per the 2012 Anchorage Housing Market Analysis. However, there will be an increasing demand for compact housing due to Anchorage's growing population, land scarcity, and the projected lack of real income growth, all of which will drive people to seek more economical and sustainable housing.

The section entitled Case Study: Mixed-Use Development, in the Resources chapter, analyzes the financial mechanisms for creating mixed-use developments in three university towns. Public-private partnerships and private development were both used and cross organizational collaboration was critical. On the part of the Municipality, appropriate development standards, land use plans, and contributing public resources where necessary were also important.

UMED VILLAGE

The UMED Village will serve as an economic engine and anchor for the District. Moreover, from a quality of life perspective, the UMED Village would become a vibrant core used by students, staff, residents, and visitors.

A targeted real estate and cost-benefit analysis completed by Strategic Economics determined the economic viability of the UMED Village. The UMED Village is a viable and would be an active successful commercial and residential center. A public-private partnership along with potential development incentives are realistic means to finance the UMED Village.

A market analysis focused on the UMED District core was also conducted by Strategic Economics to examine mechanisms necessary to realize mixed-use development. Case studies were also conducted relevant to the Anchorage area. The market analysis is included in the Supporting Documents, Chapter 8: Commercial, Housing & Market Conditions. Both of these efforts were used to inform the recommendations within this Vision. The case studies are included in the Case Studies Appendix of this Plan.

Alaska Pacific University is in the process of completing the APU Campus Land Use Sustainability Study for Campus Endowment Properties. Through this study, APU leadership found that there is potential for development along the Northern Access road project that maybe available in the future for this type of project. APU therefore supports the inclusion of the “commercial village” language in this Plan.³¹ Ultimately the market will direct the location for the UMED Village. Specific locations will not be mapped with this plan.

POTENTIAL PARTNERSHIPS

The UMED Steering Team received a presentation and held an ensuing discussion on parking development with the Director of the Anchorage Community Development Authority (ACDA) at the April 2014 Steering Team Meeting. ACDA is a Department within the Municipality of Anchorage.

ACDA brings together resources and partners to facilitate development and redevelopment opportunities in Anchorage, Alaska. ACDA will act as a catalyst for—and investor in projects that help implement the economic and community development goals of the Anchorage community as expressed in our community plans and initiatives.³² At the Steering Team meeting the ACDA Director discussed the public/private partnership option for long-term development projects that are beneficial to the community. There is potential for ACDA to partner with one or more of the organizations within the UMED District on projects such as a UMED Village.

ALASKA HOUSING FINANCE CORPORATION

House Bill 50, passed in 2013, authorizes the Alaska Housing Finance Corporation to fund commercial uses in multi-unit residential developments. Supporters recognize the role of mixed-use developments in creating vibrant neighborhoods and ensuring walkability to goods and services.³³

GOALS

1. Consider the development of a UMED District Marketing and Branding Plan to create a cohesive identity and sense of place for the perimeter areas of the District.

See Positive Town-Gown Relationships Example for models for social and community services in university districts.

IMPLEMENTATION:

- a. Fund and develop a UMED Marketing and Branding Plan for areas without a marketing and branding plan.

2. Plan for a pedestrian-oriented UMED Village to serve as the identifiable heart of the District to be a go-to destination for the District to serve the needs of residents, students, staff, and visitors. *See Mixed-Use Development Case Study for models for the UMED Village.*

See Mixed-Use Development Case Study for models for the UMED Village.

IMPLEMENTATION:

- a. Fund and prepare a conceptual plan for the UMED Village

Consider the following when planning for the UMED Village:

- Provide multi-use spaces that encourage use by a broad local constituency.

- Confirm real estate market conditions to clarify costs and benefits of the UMED Village in order to complete a pro forma and feasibility report to support investment and development of the UMED Village. This may include appropriate implementation strategies and potential locations within or on the edge of the District.
- Develop uses and programming that provide for activity at different times of the day.

- Consider a grocery store and restaurants in the UMED Village.
- Encourage indoor-outdoor interactions such as outdoor restaurant seating areas.
- Provide all-weather paving materials and amenities.



Figure 34. Swimming at Goose Lake Park.

3.3 QUALITY OF THE BUILT ENVIRONMENT

Promote a built environment that is responsive to the natural setting and views, complements its neighbors and is environmentally sustainable.

BACKGROUND

The Quality of the Built Environment vision supports four development aspects of the UMED District; the exceptional development found throughout the UMED District, a unified identity for the District perimeter, encouragement of infill and high-density development, and implementation of sustainable development and operational practices including a cogeneration pilot project.

UMED DISTRICT DESIGN GUIDELINES

The UMED District built environment includes award-winning architecture complemented by the surrounding natural features. This includes buildings such as the ANSEP Building, the UAA/APU Consortium Library, Conoco Phillips Integrated Science Building, and the Alaska Airlines Center on UAA campus, the Atwood Center and Grant Hall at APU, and the ANMC Medical Center.

Buildings and landscapes throughout the UMED District celebrate Alaska's natural beauty, many cultures, and provide state-of-the-art teaching, research, and medical management opportunities. From steel pile construction to protect an underground stream to Alaska Native art located throughout campus areas, the UMED District abounds in context sensitive design that respects the surrounding environment and enhances the visitor, student, employee and resident experience.

The updated UMED District design guidelines will continue to shape development and solidify the District's identity. These design guidelines consider buildings, signage, lighting, noise, sunlight, views, compatible uses, roadways, trails and pedestrian paths from the perimeter to the core of the District. UMED District design guidelines were first adopted in the 2003 Umed Universities and Medical District Framework Plan.

The 2003 design guidelines were intended to be flexible and invite innovation and integrity consistent with the overall Vision of the UMED District. The 2003 design guidelines are reaffirmed and amended in this Vision element to address the following topical items: Public Infrastructure, District Identity, District Development, District Open Space, District Access, Circulation and Parking. These guidelines should be addressed by master planning and major projects built and envisioned in the UMED District.



Figure 35. The ANSEP Building - UAA Campus.

UMED DISTRICT IDENTITY

The perimeter of the District provides the first impression. This makes it desirable to instill a clear sense of place as people approach and enter the UMED District. Therefore a UMED District identity and way finding plan is proposed to provide unifying elements located on publicly-owned and maintained roadways and trails leading into the District. This is an opportunity to celebrate Alaska's premier university and medical district through context-sensitive signage, street furnishings, and creative and thoughtful use of color and materials.

INCREASED DENSITY

Sustainable development must be a central value shaping development throughout Anchorage and within the UMED District. The pursuit of higher density development is a means to provide increased housing, medical, commercial and retail spaces in compact locations that will help preserve natural areas, trails, and views to the greatest extent possible. Compact new development will help maintain the natural open spaces, and also provide efficiency in the provision of transit services, capital infrastructure, and greater available services to those who live, work, and study in the District.

Title 21 development code supports increased density in several ways; small lot and infill development, reduced parking requirements on a case-by-case basis, mixed-use development, and zoning amendments. The UMED District Land Use Plan Map found in the Growth & Change vision depicts potential areas for higher density development. There may be occasions where amendments to code and policies may be desired.

This vision element supports the analysis of regulatory barriers to desired development in the UMED and seeks to create partnerships to identify solutions and resolve issues that may arise.

2013 UMED DISTRICT COGENERATION OPPORTUNITIES

The 2013 UMED District Plan Cogeneration Report (2013 Cogen Report) specifically examines the feasibility of combined heat and power in the District. Cogeneration (CHP) delivers two forms of energy; electricity and hot/cold water from a single fuel source. CHP provides substantial cost-efficiencies and substantial reductions in green house gas emissions. The 2013 Cogen Report found that cogeneration through the use of micro-turbines is a feasible cost-effective solution for Municipal Light & Power (ML&P) and the UMED organizations to pursue. The 2013 Cogen Report includes a cost analysis, overview of tariff restrictions, and clearly portrays the methodology for conversion to the micro turbine platform using existing utility and building infrastructure. The resultant information from the 2013 Cogen Report is timely and appropriate as the organizations experience budget cut-backs, which force more cost-effective ways of doing business.

A Cogen Pilot Project is recommended for the UMED District. There are many details to consider in this pilot project including the ML&P tariff agreement.

*The Executive Summary from 2013 Cogeneration Report is included in the appendix. The full report is available at www.muni.org/departments/ocpd/planning/publications/Pages/default.aspx. Also see: *Neighborhoods, Community Design & Built Form* chapter in Supporting Documents.*



Figure 36. Compact housing example adjacent to the UMED District.



Figure 37. APU's Atwood Center Historic American Buildings Survey photo.

TITLE 21

Many of the goals and recommendations in this Vision Element build on code standards that outline the path toward contextual district development. Title 21: 21.07 Development and Design Standards focuses on issues that are reinforced throughout the Visions: Protecting natural resources and open space, planting more landscaping, creating a unique sense of place through quality design, and physically connecting places through multi-modal transportation networks.

Quality of the Built Environment and the other Visions highlight and reinforce elements of Title 21 that are especially relevant to the excellent standard of development, both desired and existing in the UMED District.

GOALS

- 1. Support development of an environmentally sustainable district through energy-efficient and cost-effective solutions in buildings, infrastructure, and other district programs.**

IMPLEMENTATION:

- Encourage implementation of the recommendations from the 2013 UMED Co-Generation Feasibility Study through a UMED pilot project.
- Apply the UMED District Design Guidelines to proposed major commercial, residential, and organizational development to ensure a cohesive, context sensitive development setting in the UMED District.

- 2. Develop a UMED District identity to unite the publicly-owned rights-of-way at primary entrances to the UMED (streetscape improvements, signage & way finding, colors and materials, outdoor furniture and fixtures, interpretive information, etc.).**

IMPLEMENTATION:

- Fund and complete UMED District way-finding plan.

Considerations: It should be noted that the focus of the UMED District Way Finding Plan will be on MOA-owned rights-of-way.

- 3. Analyze regulatory barriers to achieving desired development within the UMED District core and create partnerships to identify and resolve solutions to such regulatory barriers.**

IMPLEMENTATION:

- Work with stakeholders, design firms, engineers and contractors to identify and implement ways of streamlining review and approval processes.

Considerations may include the following:

- Policies to allow administrative approval of cross boundary activities such as temporary construction staging within the PLI zone.
- Consideration for exemptions to height, maximum floor area ratios and setbacks under clearly defined conditions in approved district planning projects.
- Fund and implement the Electronic Plan Review to facilitate project delivery by developers.
- Changes to Municipal code, policies, and regulations must be carefully considered and weighed against the goals of the entire community.

UMED DISTRICT DESIGN GUIDELINES

The Design Guidelines from the 2003 Plan are updated in the District Plan Update. These guidelines ensure the vision and values important to future development, as well as the community are addressed as organizational, private and other public investments occur in the District. Major developments are those projects that require major site plan review, conditional use approval, or master planning as defined in Title 21.

PUBLIC INFRASTRUCTURE

Ensure thoughtful direction and timing of public investments in infrastructure to leverage private investments in ways that will benefit the District as a whole.

- Sequence implementation of District public improvements to:
 - Stimulate private development,
 - Enhance the existing parks, natural areas, and trail system, and
 - Address immediate and long-range circulation needs.
- Maximize opportunities for shared-use and funding of infrastructure projects throughout the District.

ORGANIZATIONAL AND PRIVATE DEVELOPMENT

This plan provides a policy framework that will ensure coordination of all improvements with one another and with the plans for adjacent properties.

- Design and sequence development so that the natural qualities of the district are protected. All development should be consistent with the Plan's vision, goals, and land use designations.
- Address conservation of historic buildings through master plan implementation.
- Encourage infill development and redevelopment of under-utilized property such as surface parking lots or low-density parcels.
- Consider rain gardens, green roofs and other best management practices in new commercial and residential building.
- Work to reduce the amount of impervious surface resulting from all development in the UMED District area including the UMED core, neighborhoods, and commercial perimeter to protect watershed health.

- Enable increased height and/or small lot development in select areas.
- Encourage the redevelopment of existing commercial areas to provide goods and services that serve the needs of residents, employees, and students.
- Pursue incentives for new housing on private and organizational property.

GATEWAYS

Acknowledge, through design and sign-age, the points of entry to the District and to institutions within it.

- Treat Bragaw Street, UAA Drive, Elmore Road, Piper Street, and Providence Drive as principal gateways into the District.
- Treat Tudor Centre, Providence East, Seawolf Drive, Dale Street, Piper Street, Florina Street, Wright Street, Cornell Court, E. 40th Avenue, E. 42nd Avenue, and MLK Learning Center Drive as entrances to campuses and other properties.

ENTRANCE AND ORIENTATION

Simplify way-finding by clearly identifying major destinations throughout the District.

- Provide each campus entry with a permanent monument and landscape treatment appropriate to its context.
- Coordinate standards for lighting, street furnishings and signage on public rights-of-way throughout the District to create a consistent and understandable circulation system.
- Extend direction-finding signage to trails where appropriate.

MIX AND ARRANGEMENT OF USES

Reduce the need for vehicular trips by encouraging service, retail and other support functions close to places of work, residence and study in the District.

- Encourage a mix of uses within blocks and, where feasible, within buildings.
- Public attractions should be located so that public access and activity do not disrupt every day users of the District.
- Attractions should be designed to complement the natural setting of the District and should be compatible with adjacent uses.
- Expand the local street and pedestrian circulation systems throughout the District to accommodate direct access between facilities.

- Incentivize new housing on private and institutional property in the planning area.

BUILDING MASS

Configure each building to be compatible in scale with adjacent natural and built features.

- Design buildings so that their apparent bulk does not overwhelm the size and character of nearby buildings, parks, natural areas, and public trails.
- Protect solar access to significant public open spaces by limiting the height of buildings to the south.
- Avoid features such as large blank walls that increase the apparent bulk of a building.
- Fund and implement a special study to identify properties that would qualify for higher densities, increased building heights and/or small lot sized development.
- Enable increased height and/or smaller lot development in select areas.

BUILDING ORIENTATION

Orient buildings to face streets and other public spaces and to conserve energy.

- Encourage active ground floor uses along pedestrian routes.
- Orient buildings and related structures to maximize shared views.

- Provide balconies, terraces, lobbies and entrances facing parks, plazas and special streets.
- Provide links from plazas and courtyards to major open spaces.
- Face doors and windows towards public open spaces. Avoid turning the back of any development on public open space.
- Configure windows to capitalize on natural light and avoid solar gain in summer.
- Coordinate building design with existing trees and other natural features to provide shelter from prevailing winds.
- Orient buildings to create favorable micro-climates for new and existing landscape, and to protect building entrances and usable outdoor spaces.

BUILDING ARTICULATION

Reconcile the need for improved local access between campuses and support facilities with the established character of District development.

- Site and articulate new campus buildings to reinforce the center of each campus as a walkable environment.
- In residential portions of the District, maintain a sense of traditional blocks, street walls and intersections within the established street system.
- Avoid development of remote facilities that would subdivide natural areas.

PUBLIC ART

Consider art in public spaces.

- Integrate public art into the development projects.
- Use regional and local themes in selecting public art.
- Scrutinize the suitability of art objects, especially memorials, introduced to public spaces for their possible influence on future improvements.

MATERIALS AND SIGNAGE

Set a precedent for future development with the quality of signage and of conspicuous building materials. It is important that consistent, high quality be maintained.

- Use building materials that suggest permanence and dignity and that are appropriate for Alaska.
- Develop specific guidelines for each institution and the neighborhood development (commercial and residential). For non-institutional development, these may take the form of Covenants, Conditions and Restrictions [CC&Rs].

HIERARCHY OF OPEN SPACE AND NATURAL AREAS

A full range of open space types can be found in the District. The primary value of some natural space is as undisturbed natural habitat or natural area. At the other extreme are open space areas designed and built for active recreation. The District is capable of meeting both of these needs.

- Provide passive and active public open space.
- Consider the relationships in the sense of organizational missions, public access, size, habitat uses, and other specialized uses such as Nordic skiing and snowshoeing.
- Connect public open space with multi-use pathways consistent with MOA trail plans connecting adjacent neighborhoods and the regional trail system.
- Integrate private open space with the public access system to the extent that compatibility with other private uses permits.

LANDSCAPE BUFFERS

Protect natural areas from inappropriate access, from 'visual pollution' such as an open view of a parking lot, and from untreated runoff from developed areas. Natural areas, especially those designated as Preservation Open Space, merit special protection, which can be provided in part by planted buffers.

- Favor use of native plant materials, but ensure that view corridors will not be obstructed when trees and shrubs approach maturity.
- Conserve and integrate established native plants in the disturbed areas near development.

NATIVE LANDSCAPES

Reinforce the natural landscape and ecology of the District by use of appropriate materials and techniques.

- Emphasize native plantings in naturalistic patterns.
- Coordinate native plantings adjacent to habitat corridors with mixed plantings in associated streets and open spaces.
- Protect steep slopes from erosion.
- Protect and restore existing wetlands.
- Maintain campus and neighborhood safety and security through regular selective trimming or removal of trees and shrubs. Avoid use of tall, dense plantings that at maturity obstruct sight lines.
- Use native plantings to protect nesting areas and other sensitive habitat from human access.

HABITAT PROTECTION

Protect surviving native flora and fauna in the District and encourage their continued presence.

- Maintain existing wildlife corridor linkage among habitat areas to the greatest extent possible.
- Restrict pedestrian access to sensitive areas.
- Minimize the widths of disturbance zones when constructing trails.
- Identify and protect especially vulnerable plant and animal habitats.

RECREATIONAL FACILITIES (TRAILS, BEACHES AND SPORTS FIELDS)

Integrate recreational facilities with the circulation system to provide access for all who live or work in the District.

- Complete the system of local streets and public trails to interconnect the other primary public open spaces.
- Vary the spatial experience along public trails in response to orientation and to natural and built features.
- Configure and landscape the trails and contiguous private open spaces to create a series of connected yet discrete open spaces, each related to buildings and capitalizing on views.
- Celebrate significant points of connection of the trails.
- Maintain the integrity of ski trails over or under vehicular streets.
- Connect local public trails to the regional trail system.
- Maintain tree buffers for trails to preserve the natural experience.

ROADWAYS

Design the circulation system to serve all users. In the past, some streets have been built to meet only vehicular needs, conflicting directly with the principles of the current plan.

- Design every street to accommodate automobiles, transit, bicycles and pedestrians equitably.
- Design streets to encourage driving at appropriate speeds, making appropriate use of traffic calming measures.
- Design roads and driveways to conform with the existing topography, minimizing cutting and filling, yet adhering as closely as possible to transit gradient and turning parameters.
- Provide direct connections to the public trail system.
- Accommodate the needs of transit to serve major destinations in the District effectively.
- Implement the roadway cross-sections.

TRANSPORTATION MANAGEMENT

Manage vehicular movements in the District to meet access needs without compromising uses or environmental quality.

- Promote the use of transit, walking, bicycling and skiing for circulation to and within the District.
- Maintain equity between modes within streets and intersections throughout the District.
- Manage parking on campuses to encourage carpooling.
- Control street intersections to regulate vehicular flows to acceptable levels.
- Minimize conflicts between vehicles and pedestrians by introducing controls at busy crossing points.

PUBLIC TRANSIT

Promote public transit as a viable mode of travel within and beyond the District.

- Provide transit routes and stops that give public transit priority over other vehicles.
- Provide convenient transit stops that are close to destinations and include adequate seating, shelter and other furnishings as appropriate.

PEDESTRIAN AND BICYCLE ACCESS

Expand the circulation system to provide safe and convenient access on foot and bicycle between all major destinations within and adjacent to the District.

- Seek opportunities to establish pedestrian connections between the campus and the adjacent neighborhoods.
- Design streets in the adjacent neighborhood that encourage pedestrian use.
- Direct pedestrian and bicycle traffic to street crossings with adequate sight distances and appropriate traffic controls.
- Provide pedestrian facilities on both sides of every street.
- Identify and respond to the needs on each sidewalk for pedestrian through-zone width, building frontage zone, furnishing zone, curb and loading zone dimensions.

- Connect all streets to others at both ends to create a flexible grid. Similarly, connect all sidewalks, trails and walkways to one another or to building entrances and parking lots.
- Provide safe off-street, short-cut pedestrian connections where possible.

SERVICE ACCESS

Provide access for service vehicles that is discrete yet efficient.

- Locate service, drop-off and pick-up areas away from corners and major building entries, so that they minimize disruption to vehicular and pedestrian traffic patterns.
- Discourage loading, service and parking access from primary pedestrian streets and public trails.
- Ensure adequate sight lines for maneuvering service vehicles.

PARKING FACILITIES

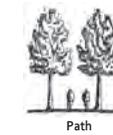
Locate and configure parking facilities for convenience without undue visibility. They should be less dominant in the landscape than occupied buildings or major landscape features.

- Provide convenient but inconspicuous parking.
- Minimize frontage areas used for surface parking.
- Provide landscape buffers between roadways and parking lots and trails.

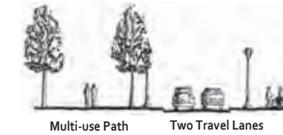
- Limit parking areas so they are not immediately visible from the municipal trails.
- Provide adequate but not excessive parking at designated access points to trail system.
- Lay out surface parking with clear and direct pedestrian access routes.
- To the extent practicable, use shared parking facilities.
- Discourage parking entrances and exits on pedestrian-oriented streets or close to corners.
- Buffer structured parking at street level with active, pedestrian-oriented uses or landscaping.
- Wherever practicable, locate parking facilities out of public view on the perimeter of campuses to reduce conflicts with pedestrians and trails.

UMED District Plan Design Guidelines – Illustrative UMED District Street & Pathway Sections

* Roadway and pathway widths are not specifically identified with each cross-section due to differing widths in right-of-way and path easements within the UMED District. These Design Guidelines are meant to provide general direction for required development and comply with the Municipal Design Criteria Manual.



Multi-use Path*: May be paved or unpaved depending on use or location, multi-use paths will be 5-10 feet dependent on the width of the right-of-way, and may include landscaped area.



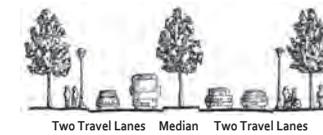
Campus Entry and Boundary Collector*: UAA Drive, Piper Street, and Baxter Road: Campus drives and roadways, multi-use paths are 5-10 feet dependent on right-of-way and may only be on one side of the street, and includes landscaped corridor.



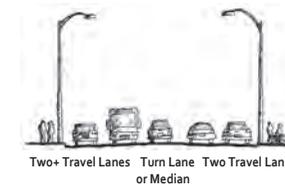
2 Lane Local Access*: Neighborhood streets and streets within individual property boundaries, multi-use paths are 6-10 feet, and may or may not include landscaping dependent on right-of-way.



2 Lane Local Access w/Parking*: Neighborhood streets and streets within individual property boundaries, multi-use paths are 5-10 feet, and may or may not include landscaping dependent on right-of-way.



District Collector*: Bragaw Street and Providence Drive: Multi-use paths are 5-10 feet dependent on right-of-way.



Regional Arterial*: Bragaw Street, Tudor Road, Lake Otis Parkway, Northern Lights Boulevard, and Boniface Parkway: Multi-use paths are 5-10 feet dependent on right-of-way.

Figure 38. Illustrative District street and path sections.

3.4 TRANSPORTATION AND MOBILITY

Provide safe and efficient mobility in and around the UMED District for all transportation modes while respecting the District's intrinsic qualities including its natural setting, wetlands, wildlife, recreational values, and walk-ability.

BACKGROUND

TRANSPORTATION DEMAND MANAGEMENT AND WALKABILITY

Transportation was at the forefront throughout the public outreach process, hence the many recommendations within this chapter. Coordinated urban design promotes accessibility and sustainability by accommodating multiple transportation modes, including walking, bicycling, transit, VAN and carpooling. This Vision Element proposes improved and new sidewalks, pathways, trails, and traffic calming measures that increase safety, visibility, and convenience for pedestrians, cyclists, and skiers. It recommends the funding of a Transportation Demand Management (TDM) feasibility study to identify a wide array of complementary TDM actions in support of the current TDM components now functioning in the District. The feasibility study will assess the existing program to determine additional needs and potential funding. For example, incentivized carpooling and organization-run shuttle services currently reduce the demand from single-occupant vehicle travel and reduce parking requirements. The feasibility study would research off-site parking, potential for increased vanpool service, and increased transit routes. The recommendations within this Vision Element are informed by public comment and the Transportation Demand Management Case Study Report included as Appendix 5.1.

This Vision Element is intertwined with Quality of Life. The Transportation and Mobility Recommendations play a key role in reducing dependency on driving, making the District a safer and more vibrant place. Supporting a walkable district is a priority for UMED stakeholders, and could help support the success of the UMED Village. The District is inhabited and crossed by moose, birds, and other wildlife. The goals and recommendations in this chapter reconcile these concerns by stipulating that new infrastructure development must be sensitive to preserving the valued natural environment.

The largest concerns voiced by the UMED District community regarding transportation were the Northern Access Road, parking management, multi-modal trails and walkability. The large majority of existing parking facilities are surface parking lots, which take up a substantial portion of developable land. Multi-level parking lots are encouraged and becoming more cost effective. This plan recommends other transportation alternatives to lessen the need for additional and expensive parking and to reduce single-occupant vehicle use. The desire for walkable streets is addressed through funding recommendations to improve several pedestrian facilities within the UMED neighborhoods. Multi-modal trail projects are also included, along with mitigation for the Northern Access Road.

NORTHERN ACCESS TO UMED DISTRICT

During this planning process a separate planning effort for the Northern Access Road was initiated by the MOA and AKDOT&PF. The Northern Access Road is intended to provide additional access within the District, relieve congestion and meet the need for an improved transportation link through the District. Depending on which alignment is selected could have significant impacts on the natural landscape, wildlife habitat, and wetland areas while bisecting the organizational property.²⁸



Figure 39. Cycling in the UMED District.



Figure 40. Roads within in the UMED District.

GOALS

1. **Design and implement roadway sections that are complete streets accommodating pedestrians, active transportation, public transit, and vehicles.** See Figure 43 for depiction of the following proposed transportation projects.

IMPLEMENTATION:

- a. Identify and fund the following roadway system projects to facilitate multi-modal access, safety, reduce congestion and to provide adequate parking in various areas to provide service to the UMED District. *Project #s 4-R and 5-R:*
 - 4-R: University Lake Drive Extension from the arena round-about to a northern connection.

- 5-R: Determine needed drainage and curb and gutter projects throughout the UMED District residential neighborhoods in conjunction with sidewalk project improvements.

2. **Provide recommendations for the Northern Access Road Project to ensure trail connectivity, safe wildlife circulation, appropriate speed limit, overall design requirements, and mitigation of the construction, operation, wildlife and traffic impacts.**

IMPLEMENTATION:

- a. Design the Northern Access Road to provide direct northern access to the UMED District to improve circulation of people and goods, relieve arterial streets, respond to projected traffic and development growth within the UMED District, and to create safer streets for motorized and non-motorized traffic. *Project # 1-MTP: Adopted design considerations for the Northern Access Road found in this plan include:*
 - Two vehicular travel lanes with in-street striped bike lanes.
 - 10-foot separated multi-use paved path and a 6-foot sidewalk.
 - Three grade separated pedestrian crossings connecting to the 6-foot sidewalk and 10-foot path .
 - Curbs, gutters, and storm drains.
 - Multiple roundabouts.

- Lighted transit stops, roads, and paths.
- Speed limit must be clearly posted.
- Provides connections from new to existing trails and paths identified in AMATS bicycle, pedestrian, and trail plans.

3. **Continue to support the pedestrian-friendly walking environment found in the UMED District.**

IMPLEMENTATION

- a. Nominate and fund the following proposed improvements to the pedestrian network consistent with Project #117 - *Anchorage Pedestrian Plan*. *Project #s: 2-NM, 3-NM, 4-NM, 5-NM.*
 - 2-NM - Add sidewalks to Career Center Drive between Northern Lights Boulevard and Mallard Lane. This improvement would provide non-motorized connection into the central part of the UAA campus from Northern Lights Boulevard.
 - 3-NM - Add sidewalks to 42nd Avenue between Lake Otis Parkway and Dale Street.
 - 4-NM - Add sidewalks to Wright Street between 40th Avenue and Tudor Road.
 - 5-NM - Add sidewalks to Dale Street between 40th Avenue and Tudor Road.

- b. Fund and complete District-wide non-motorized multi-modal transportation projects consistent with Anchorage area bike, pedestrian, and trail plans.

Use the following considerations when developing the plan:

- Encourage wider sidewalks that accommodate more business and pedestrian activity consistent with the MOA Design Criteria Manual.
- Keep utility boxes and light poles out of sidewalk and path rights-of-way to meet Federal accessibility standards and provide safe passage by wheelchair and other users.
- Increase lighting in high pedestrian areas on streets and at transit stops, which also aids in pedestrian and bicycle safety.
- Encourage pedestrian facilities to be accessible to all users. MOA Design Criteria Manual.
- Plan for and encourage relocation of large parking lots away from the center of the District toward the perimeter or to shared garages, to allow for infill and pedestrian-scaled development, as redevelopment within the UMED core occurs in future master plan implementation.
- Identify and provide pedestrian and bicycle connections where vehicular street connections are not feasible or appropriate.

- Incorporate safety and visibility considerations at crossings, sidewalks, and streetscapes.
- Recognize and enhance the unique natural setting in master planning efforts, trails, and transportation projects.
- Connect to MOA-wide trails network identified in the AMATS' bicycle, pedestrian, and trails plans to be consistent and build upon each of these individual planning efforts.

4. Improve MOA and DOT&PF snow removal and storage procedures to allow greater pedestrian, bicycle, and transit usage.

IMPLEMENTATION:

- a. Work with MOA and DOT&PF departments to increase snow removal functions as funding becomes available.

5. Nominate and fund a Transportation Demand Management (TDM) program for the UMED District.

For more information on TDM and models from around the country, refer to Case Studies: Transportation Demand Management in the Resources chapter.

IMPLEMENTATION:

- a. Complete a UMED TDM study.



Figure 41. Bus stops in the UMED District.



Figure 42. Bicycle parking in the UMED District.

The following recommendations may be included in that study:

- Continue to investigate the possibility for Valley Mover to provide direct peak period bus service to the UMED District from Palmer/Wasilla and Eagle River.
 - Identify potential park-and-ride locations in the Mat-Su valley for UMED commuters.
 - Support a District-wide Bike Share Program.
 - Increase Shuttle service.
 - Determine feasibility of car-share system district-wide.
 - Establish a remote MOA coordinated ride-share service to and from the District, and/or encourage local employers to establish carpooling or vanpooling.
 - Implementation of a Ride-home program.
 - Equip bicycles in the Bike Share Program with studded tires for winter use.
- b. Fund and construct off-site parking outside of the UMED District to meet demand for park-and-ride options and to support TDM program initiatives.
Project #: 2-PK – Location TBD
- c. Fund and Implement the TDM program.

Consider the following public outreach and engagement in the TDM Program:

- Hold an Alternative Transportation fair to highlight the user benefits and costs of utilizing alternative transportation modes for the day-to-day travel to and from the UMED District.

- Routinely survey employees and students to determine progress towards desired mode split and other goals

6. Plan and design new transportation facilities and multi-modal systems in ways that minimize impacts to natural resources including the wetlands, wooded areas, and wildlife corridors, while enhancing and maintaining the existing trails and corridors found in the District to the greatest extent possible.

IMPLEMENTATION:

- a. Implement adopted design guidelines for roadway cross-sections.

Use the design guidelines to address the following:

- Consider wildlife crossing safety in the design of roadway and trail sections.
- Retain the natural flora where not in conflict with pedestrian safety and snow removal procedures.

- b. Fund and construct an expanded parking area at University Lake. *Project #: 1-PK*

FUTURE TRANSPORTATION SYSTEM IMPROVEMENTS (FIGURE 43)

The following are proposed transportation system improvements projects consistent with the AMATS 2035 Metropolitan Plan, stakeholder comment, and assessment of transportation facilities in the UMED District.

ROADWAY PROJECTS

- **4-R:** University Lake Drive Extension- extension from Arena round-about to a northern connection, TBD.
- **5-R:** Multiple drainage, curb and gutter projects throughout residential areas in conjunction with sidewalk improvements.
- **1-MTP:** Proposed Northern Access Road alignment.

PEDESTRIAN PROJECTS

- **2-NM:** Career Center Drive – add sidewalks between Northern Lights Boulevard and Mallard Lane. This improvements would provide non-motorized connection into the central part of the UAA campus from Northern Lights Boulevard.
- **3-NM:** 42nd Avenue – add sidewalks between Lake Otis Parkway and Dale Street.
- **4-NM:** Wright Street – Add sidewalks between 40th Avenue and Tudor Road.
- **5-NM:** Dale Street – Add sidewalks between 40th Avenue and Tudor Road

PARKING PROJECTS

- **1-PK:** MOA University Lake Park Parking Lot – MOA to provide sufficient parking spaces and enforcement.

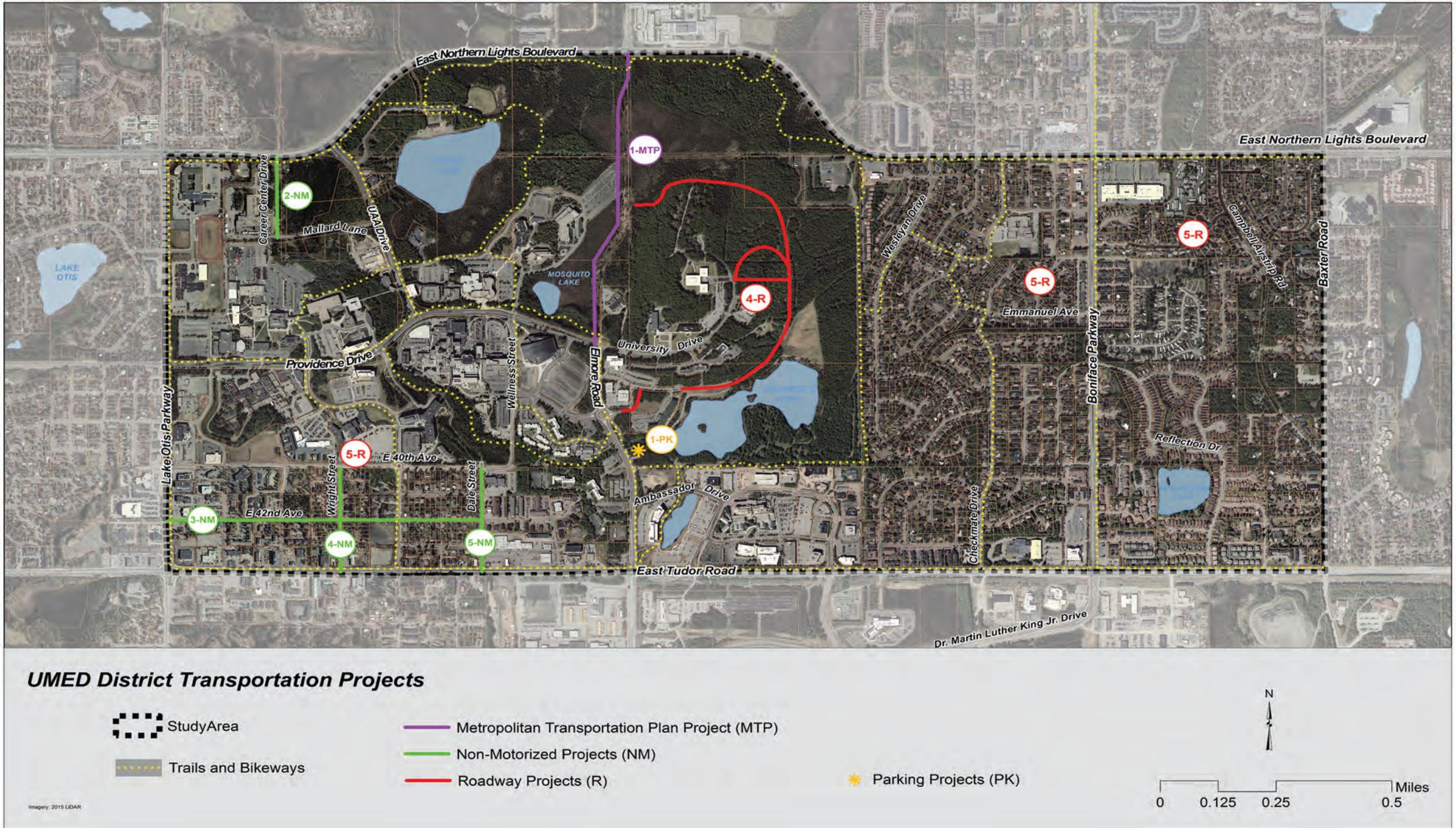


Figure 43. Future Multi-modal Transportation System Improvements - includes parking, trail, pedestrian, and roadway projects.

MULTI-USE TRAILS WITHIN THE UMED DISTRICT

The UMED trail system provides a recreational linkage between downtown, community destinations, and residential districts within this urban Anchorage environment. UMED trails function as a multi-modal transportation system fulfilling a variety of quality of life experiences including health and wellness, team training, scenic and wildlife viewing. Appropriately placed trails can buffer abutting land uses and delineate community boundaries.²³ These trails are used by a wide variety of users: joggers, walkers, hikers, wildlife viewers, bicyclists, skiers, people with strollers, people using mobility aids, dog walkers, moose and other wildlife. Conflict resolution is therefore an important aspect of trail planning and management for the UMED District.

Multi-use trail management agencies in fifteen states were surveyed on conflict resolution issues. Most conflicts were found to arise between pedestrians and bicyclists, off-leash dogs, trail users, equestrians and bicyclists, and skiers and snowmobilers. Respondents to the survey advocated for education on trail etiquette, trail design to accommodate different uses, separate trails for different users, clear signage, closure during wet conditions, and increased patrolling and monitoring as solutions.²⁴ The National Recreational Trails Advisory Committee participated in the survey and provides the following recommendations:

- Provide sufficient trail mileage and different trail experiences.
- Create trail etiquette educational programming and materials.
- Track progress to guide future policies and programs.
- Reduce user contact in conflict areas.
- Involve users to: assess user needs, identify sources of conflict, develop mutually acceptable solutions, promote proper trail behavior.²⁵
- As future planning projects and new trail routes are completed for the UMED including at Goose Lake and University Lake Parks, these ideas may be considered.
- Incorporate the proposed trail and bikeway alignments found in the adopted trail, pedestrian, and bike plans for the Anchorage Bowl.



Figure 43-a. Local street example in the UMED District.

3.5 COMMUNITY & PARTNERSHIPS

Develop collaborative practices within the UMED District that provide operational efficiencies, increased communication and cooperation, and a sense of shared community.

BACKGROUND

The UMED area has benefited from cross-collaboration and community involvement – and therefore has the fundamental relationships in place for enhancing community and organizational partnerships since its inception. The Consortium Library, founded in 1970, is shared by nine partners, including UAA, APU, and the Anchorage Public Library. Similarly, UAA's Center for Community Engagement and Learning aims to connect academic programs with community needs, and the Learning Institute at Providence Alaska Medical Center hosts community events on mental and physical health.

The organizations provide public access to recreational facilities through continuing education classes, memberships, or punch-cards. By providing these various opportunities, the intuitions foster a sense of community within the District.

Three area community councils (University Area, Rogers Park, and Airport Heights) provide a central forum for residents. Community councils are established by Municipal Charter. Collectively they work to provide an effective means for active public participation in urban planning and public discussion issues within the District. This plan identifies concrete planning strategies to support communication between the residential community and the organizations in order to facilitate ongoing coordination and cooperation.

Collaborative planning is a participant driven process that ensures that a variety of views may guide future developments within the District.

The process can also be viewed as a cost-saving mechanism which allows stakeholders to identify opportunities for pooling resources, leveraging existing processes and programs, and defining much needed management and operational tools. These savings can then be spent on furthering shared development goals or mission priorities.

The UMED Steering Team was formed during the update of the UMED Plan to provide valuable and timely direction on a variety of topics.

The UMED Steering Team was comprised of representatives from the major organizations, the community councils, and elected representatives. The Steering Team found the meetings to be very useful to share ideas and concerns. Because of this useful interaction, the Steering Team will continue to meet on a quarterly basis after the adoption of the Plan Update in 2015.



Figure 44. The residential and organizational areas of the UMED District.

There is a wide breadth of planning issues that can benefit from a collaborative and coordinated process. The section entitled Examples: Positive Town-Gown Relationships, found in the Resources chapter, further highlights ideas for fostering community interaction within educational and medical districts.

GOALS

1. Continue the established UMED District coordination process through the UMED District Steering Team with regularly scheduled quarterly meetings to leverage resources and implement the UMED District plan.

IMPLEMENTATION:

- a. Establish and fund a part-time MOA staff position to facilitate district-wide coordinated efforts required to implement the UMED District Plan. This may include public outreach and communication, input on TDM district programs and activities, Chester Creek Watershed projects, grant writing and funding research, parks and trail planning, input on animal control and wildlife management issues, etc.

Consider the following action items for this position:

- Identify and implement potential organizational collaborations to achieve sustainable and efficient planning and development projects in the UMED community.

- Encourage development of communication and public outreach tools for common information and user feedback.
- Encourage development of public-private partnerships for housing and/or retail opportunities.
- Encourage community and institutional collaboration on environmental stewardship.

2. Support and fund food security research and projects that bring Alaska-grown food to the UMED District on a year-round basis through a small store, farmers markets, co-ops, and community gardens. See *Fresh Food Access Example* for more information.

IMPLEMENTATION:

- a. Support food sustainability opportunities within the UMED District through grant applications, public outreach and community engagement to help support existing and new projects.
- b. Identify appropriate locations within the District for fresh produce and food vendors.

COLLABORATIVE PLANNING AND SHARED RESOURCES THROUGH COMMUNITY AND PARTNERSHIPS

As the organizations in the UMED District continue to grow, they will face many challenges, such as finding adequate funding, rallying support from their boards and regents, responding to changing technology, and balancing growth with preserving the natural environment. Collaborative planning towards shared goals will be a key strategy for environmentally and financially sustainable growth among the organizations.

Stanford University has a shared parking model that was introduced as resource information for this plan (*see the TDM Case Study*). The Stanford example illustrates how it is possible to reduce parking within the UMED District.

3.6 NATURAL RESOURCES

Promote environmental sustainability and manage natural resources.

BACKGROUND

The natural setting and connection to the outdoors are community and organizational values shared throughout the UMED District. The proximity of wooded areas, lakes, and creeks, along with panoramic views of the mountains in the distance, greatly contribute to the attractiveness and quality of daily life in the District. In fact, the natural setting is the UMED District's greatest physical asset, and sets it apart in comparison to other areas of Anchorage.

Both wintertime and summertime activities flourish around the District's major lakes and along miles of public and private skiing and hiking trails. Those who live, study, and work in the area take advantage of its aesthetic and recreational amenities. Creating a future for the UMED District where this unique environment is sustained was a value repeatedly expressed in surveys and meetings with stakeholders throughout the planning process. Participants ranging from UAA and APU administrators, faculty, and students, to ANMC administrators, staff, and patients, to community councils and neighborhood residents spoke about desired access to natural areas.

Healthy lifestyle choices including walking, biking and skiing make the UMED District a much desired livable and workable community.

The District Plan Update takes a holistic approach in its recommendations, focusing on ways a wide spectrum of stakeholders can work together to retain and manage these local natural resources in a manner that benefits all users. Local pressures on natural resources can range from housing demand and organizational expansion, to infrastructure improvements and other development needs associated with a growing local population and economy. This Plan Update seeks to provide information regarding future development projects in the District, and engage the community in stewardship of the natural environment. Further information can also be found in vision elements Supporting Organizational Missions and Transportation and Mobility.

Natural resources management plans on public lands are one way to guide on-going and future activity while ensuring across the board participation from all affected stakeholder groups. The proposed management plan identified for University Lake could address many of the localized issues that stem from uninformed or irresponsible use of the park area.

A focused look at wildlife patterns around the lake, and recommendations for stewardship can influence users in simple ways which can have large positive impacts on the environment.



Figure 45. University Lake Park, APU Campus and Endowment Development Priority area.

It's very likely that if dog-owners were made more aware of the types of negative interactions commonly resulting from off-leash dogs around the lake, such as beaver habitat destruction, it would galvanize future participation in compliance with leash regulations. Similarly, off-leash dogs have been known to cause human-moose interactions in this area. These types of conflicts have a negative impact not just on recreational park-users, but on local habitat conservation.

As the natural environment is such a commonly held value, it is in everybody's interest to facilitate the discussions on appropriate access to the trails and lakes, while formulating and enforcing regulations that protect users, managers, and natural systems.

A major challenge of the UMED Plan Update is to balance recreational use of natural areas while minimizing human/animal conflicts. Important factors to consider include:

- Wildlife movement occurs along the South Fork of Chester Creek due to continuity of wetlands and habitat. The creek also functions as a source of food.
- The natural areas including lakes and wetlands provide habitat and forage opportunities throughout the UMED District.
- Animals move between these regardless of intervening urban land uses and infrastructure. This results in conflicts including vehicle/animal collisions, and occasional bear and moose interactions.

The natural areas within the UMED District also include an interspersed habitat that supports a variety of birds, animals, flora, fauna, and fish. Chester Creek and the wetland areas within the UMED District are an important element of the city-wide watershed system in Anchorage. Natural resource planning efforts to restore and enhance the Chester Creek watershed are ongoing at the city level throughout the Municipality. Examples of this commitment include new language in the recently updated Title 21, the newly adopted 2014 Anchorage Wetlands Management Plan, and the 2015 Chester Creek Management Plan.

Continued management of UMED natural resources will require coordinated actions by all District stakeholders. Strategic partnerships between organizations, neighborhood residents, local businesses, the Municipality of Anchorage, and resource agencies will be essential. Working with the US Fish and Wildlife Service, Alaska Fish and Game, US Army Corps of Engineers, among others, can lead to more informed, coordinated, and robust results. The Natural Resources Vision Element recommendations are intended to provide guidance that will help manage, protect, and restore the lakes, creeks, and parks within the UMED District. The potential for partnerships to maintain appropriate wildlife habitat could be ideally considered through incentives such as conservation easements or long-term leases, etc.



Figure 46. View of Chugach Range within the UMED District - looking east.

GOALS

1. Develop and implement park management plans for University and Goose lake parks within the UMED District

IMPLEMENTATION:

- a. Fund and implement the University Lake and Goose Master Plans that encourage uses and activities compatible with their natural setting and value, address the adverse impacts of park activities on neighboring property owners, and promote these sites as special community amenities.

Consider the following issues, projects, and mitigation when completing the park master plans:

- Implementation of restoration projects within the UMED District to improve fish habitat.
- Improve the shoreline of University Lake in a few select locations to allow safe access and visibility while preserving water quality and natural wildlife and plant habitat surrounding the lake.
- Provide designated access points to University and Goose lakes and nearby trails by providing adequate parking and trail maintenance to prevent damage to the environment and prevent adverse impacts for neighboring property owners.

- Incorporate information and recommendations from the Chester Creek Watershed Management Plan into the master planning process.
- Develop an interim and long-term program to end conflicts and safety issues between off-leash dogs, trail users, and neighboring property owners.
- Coordinate with and support creek restoration projects related to drainage practices around University Lake.
- Address scenarios of human and animal wildlife conflicts within the UMED District, such as those that occur between dogs and beavers near the District's lakes.
- Consider prohibiting off-leash dogs at University Lake and Goose Lake.
- Prepare Habitat Preservation and Enhancement Design Guidelines for the restoration of wildlife habitats.
- Determine options for providing sufficient parking spaces and parking management at University Lake Park.
- Identify action items to minimize human/animal conflicts and to protect watershed health.



Figure 47. Nesting Loons at Goose Lake Park - courtesy of Anchorage Watershed Management Plan.

2. Educate and encourage citizen participation in environmental stewardship projects.

IMPLEMENTATION:

- a. Encourage stakeholders to organize and participate in environmental stewardship programs.

Opportunities for stakeholders may include the following:

- Engage UAA, APU, ASD faculty and students to assist with research studies that may provide data for park management plans.

- Celebrate the Chester Creek corridor and its forested buffer zone as the primary unifying feature of the UMED District.
- Include Natural History and Habitat Management information in an interpretive information and signage program for the UMED District.
- Provide educational information on ways to minimize human/animal conflicts and to protect watershed health.

3. Design roadways and trails to minimize vehicle and human/animal conflicts.

IMPLEMENTATION:

- a. Install wildlife fences; provide adequate sight lines in roadway and trail corridors through adopted MOA roadway design standards.

4. Map and document wildlife corridors within the District and connections to surrounding habitat areas that includes recommendations for wildlife management and impact mitigation.

IMPLEMENTATION:

- a. Seek grant funding to complete and publish wildlife corridor research, mapping and project report for the UMED District.

5. Identify and fund potential conservation easement properties between consenting parties.

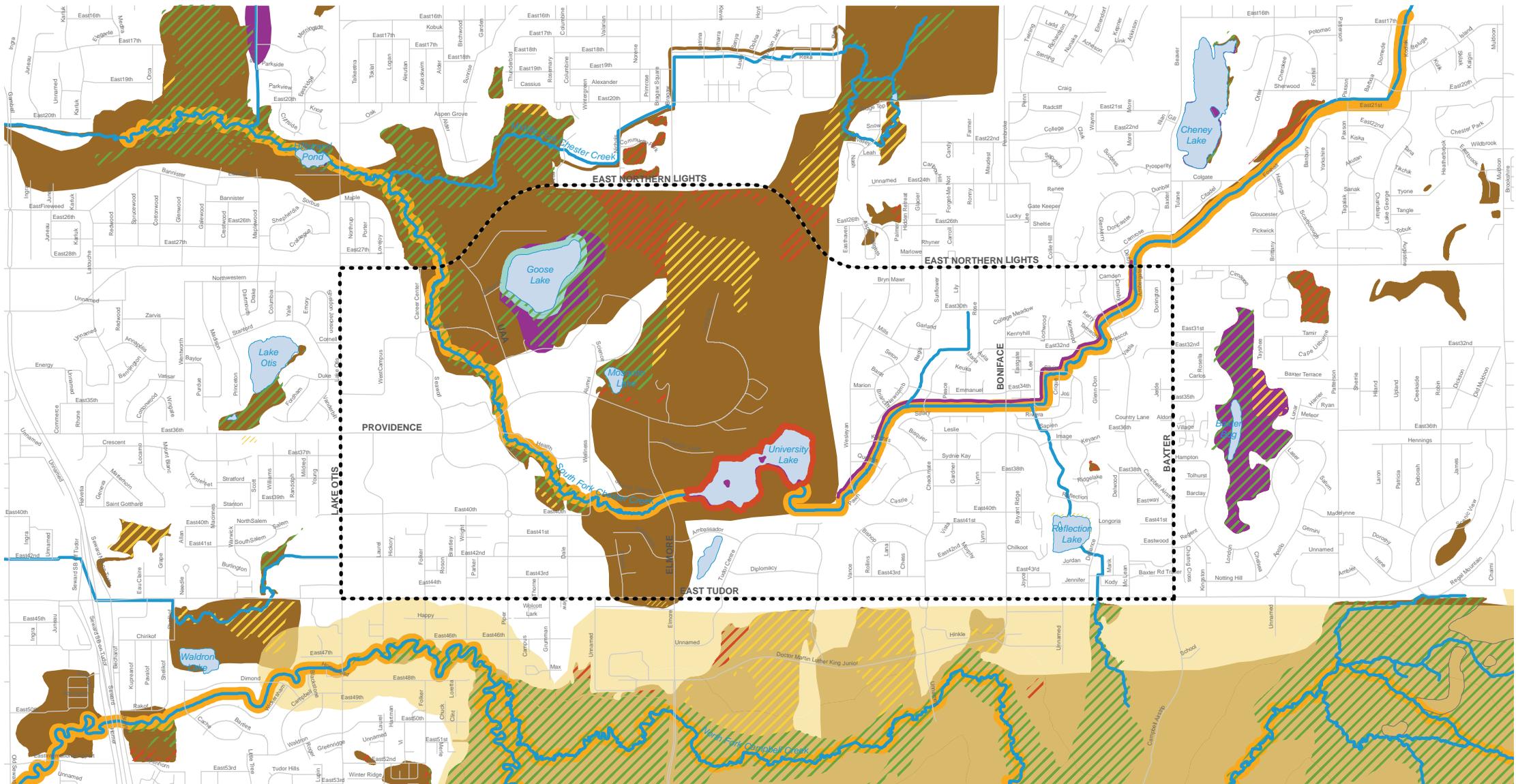
IMPLEMENTATION:

- a. Pursue the option to preserve areas of wildlife habitat within the UMED core area through public/private partnerships.

WETLANDS MANAGEMENT IN ANCHORAGE, ALASKA

A wetland is defined as “those areas that are inundated or saturated by surface or groundwater at a frequency and duration sufficient to support, and that under normal circumstances do support, a prevalence of vegetation typically adapted for life in saturated soil conditions. Wetlands generally include swamps, marshes, bogs, and similar areas (Federal Clean Water Act, Section 404, Part 328.3, 7(b)).”³⁰

The *Anchorage Wetlands Management Plan*, adopted on July 9, 2014, categorizes wetlands into class A, B, and C categories (depicted on **Figure 48**), representing various levels of environmental significance and associated setback requirements. Class A wetlands perform the most important biological and hydrological functions. The UMED District planning area contains Class A, B, and C wetlands. **Figure 49** depicts the known wildlife corridors found in the Anchorage Bowl that are located on natural areas and riparian corridors. These 2 figures were provided to bring attention to the need for integrating wildlife movement and the prime habitat that these natural areas and riparian corridors provide throughout Anchorage and the UMED District.



UMED District Plan Wetlands & Wildlife Habitats

- UMED Plan Area
- Lakes
- Creeks

Wetlands

- Class A:** These sites are important to public health and safety, and any fills are considered detrimental due to their potential impacts on hydrology and water quality functions.
- Class B:** These sites provide at least periodic significant contributions to key wetland functions, usually on a more localized scale, i.e., within a watershed or drainage basin. Generally, cumulative losses associated with filling "B" wetlands would likely contribute to significant drainage basin or watershed water quality losses, flood problems, or loss of wildlife habitats and/or public uses.
- Class C:** On these sites, wetland functions are not significant and are more often minimal or lacking. Individual and cumulative impacts from loss of "C" sites would be less than that of "A" or "B" wetlands.

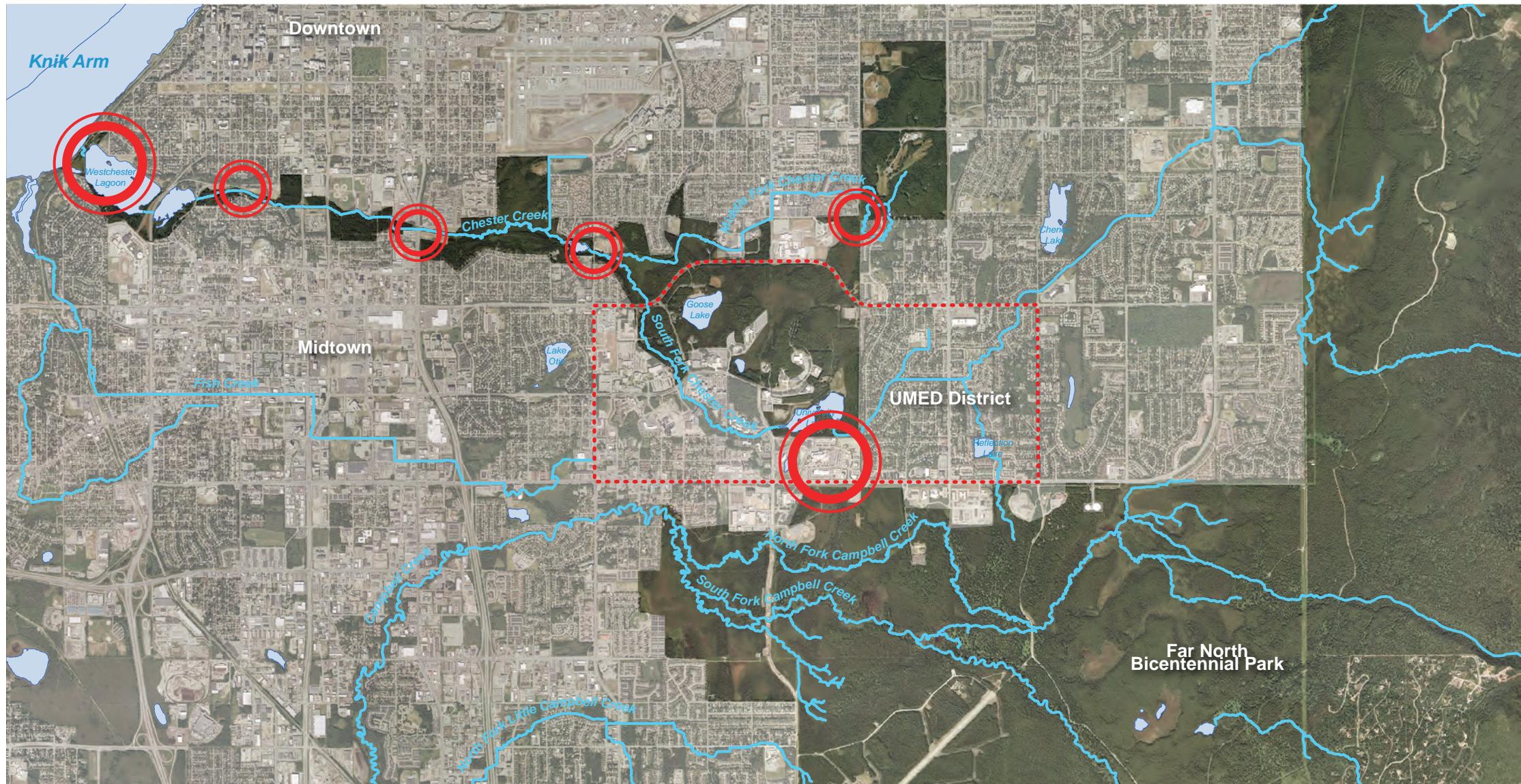
Habitat Areas

- Loon
- Waterfowl
- Songbird
- Bear & Moose
- Beaver
- Anadromous Fish

Source: State of Alaska Department of Fish and Game, 2013; Greatland Trust Wildlife Habitat Mapping Project, 2000



Figure 48. Wetlands and wildlife habitat mapping



UMED District Plan Major Open Space Areas and Riparian Corridors

- UMED Plan Area
- Lakes
- Wildlife Corridor Urban Encroachment
- Creeks



Figure 49. Open space areas and riparian corridors.

3.7 ECONOMIC SUSTAINABILITY

Encourage development that is financially feasible, attractive and contributes to the quality of life of District users and residents.

BACKGROUND

As the UMED District plans for growth it is important to tie visions for the future to the realities of the market. This Vision Element provides tools for making the proposed developments in this plan financially feasible. It recommends meeting current demand and creating new demand for commercial development and housing, which will in turn activate the local economy. These projects could come together in several ways: as redevelopment through infill and higher-density development occurs along primary roadways including Tudor Road, Boniface Parkway, and Lake Otis Parkway.

PERIMETER REDEVELOPMENT AND HIGHER DENSITY

Redevelopment along the perimeter roadways of the UMED District on under-developed parcels could include mixed-used commercial, retail, and housing. Higher-density could also support increased transit use and additional services currently not found in the District. Additional housing would bring new residents, house employees, and would continue to support the medical community. There was a high housing demand evidenced through the market study completed for this plan. As mobile home parks convert from single family to higher density development, there is also opportunity for increased housing options, which are detailed in the 2012 Anchorage Housing Market Analysis.

It is anticipated that targeted area studies would identify under-utilized properties for redevelopment. Coupled with the analysis and recommendations completed by Strategic Economics, developers would have the tools to seek the types of development the UMED District will support. The implementation item to fund and complete targeted area studies is included in this vision element.



Figure 51. Boniface Parkway strip mall development in the UMED District.



Figure 50. The University Marketplace a higher-density mixed-use development in Vancouver, B.C.

GOAL

1. Support reinvestment in commercial and residential areas that reinforces a sense of place and sustains the financial requirements of the property owners

IMPLEMENTATION:

- a. Fund and complete targeted area studies to determine whether specific under-utilized properties could be developed with higher densities, increased building heights, and/or small lot development

Planning tools to assist in redevelopment within the UMED District could include:

- Pursue synergies between existing uses when selecting a location for pedestrian-oriented mixed-use development.
- Seek participation from the Department of Urban Housing and Development, the MOA, the State of Alaska, the Alaska Housing Finance Corporation, UMED partners, and other contributors.
- Encourage a range of higher housing densities in targeted areas to provide a variety of housing options that can serve as workforce housing and reduce commute times to the District.
- Encourage housing types that respond to market demand including town homes, condos, senior housing, and mixed-use development.

- Support mixed-use (retail, restaurants, and services) development that could potentially include a housing component in locations throughout the UMED District.
- Find opportunity sites and conduct economic analysis for low-income and workforce housing.
- Explore tax financing options such as New Market Tax Credits (NMTC) and Economic Development Property designation under MOA Municipal Chapter 12.35 to incentivize redevelopment with new housing in the planning area.
- Support public-private partnerships that enable development identified through this planning process.
- Enable increased height and/or smaller lot development in select areas.
- Continue MOA's efforts to seek state-wide legislation that permits Tax-Increment-Financing and Cogeneration tax relief.



Figures 50a and 50b: Compact Housing Examples.



3.8 GROWTH & CHANGE

Balance future growth and change in the UMED District to improve quality of life and the workplace environment.

BACKGROUND

As a successful, desirable, and growing area, change within the UMED District is inevitable. This Vision highlights the desired goals and implementation items that will help to direct and shape the District's growth in the neighborhoods, maintain communication and participation between residents, the community councils and the UMED organizations, and ensure ongoing participation in the UMED District plan update process. Successful growth and change in the UMED District relies on a holistic sense of how the distinct elements of this plan are interrelated and on a planning process that enables coordination among the large organizations and participation from the UMED community.

Though the Visions are presented as distinct elements, they are interrelated and overlap in many areas. It is important that any development consider the interdependent aspects of growth. As such, this Vision emphasizes the key values presented in this plan. Growth & Change also highlights the processes for participatory planning. The Municipality can encourage public participation by increasing community engagement efforts and greater transparency. In addition, MOA can improve community relations by educating the UMED organizations and stakeholders on how to apply various codes and regulations. Finally, Growth & Change recommends flexibility.

GOALS

1. Shape future growth in accordance with the values represented in this plan.

IMPLEMENTATION:

- a. Provide Community Council participation on the UMED District Steering Team.
- b. Review and comment on UMED projects through the Community Council notification process.
- c. Complete an annual Capital Improvements Program list of projects for pedestrian, park, and roadway projects to be submitted to the MOA.
- d. Provide Assembly and Alaska Legislators input on issues facing the UMED neighborhoods.
- e. Provide input to projects that support and enhance a pedestrian friendly neighborhood environment that prioritizes non-vehicular modes of transportation.
- f. Participate in the concept development of the UMED Village to accommodate a growing population and create a sense of community.
- g. Review transportation and infrastructure projects to ensure that projects enhance rather than detract from the District character

2. Listen to and incorporate residential neighborhood and community council input early in the process.

IMPLEMENTATION:

- a. Use the community engagement process to allow all stakeholders including District employees, students, area residents, and community councils to share ideas and provide input.
- b. Encourage UMED organizations to communicate and coordinate efforts of community interest on a regular basis.
- c. Provide greater transparency by facilitating public online access to the Municipality of Anchorage's data, project information, etc.
- d. Develop annual capital programs and operating budgets to respond to Community Council requests for district-wide improvements such as a snow plowing services, signage, interpretive plans, road, park and pedestrian improvements, etc.

3. Provide Community Council participation in the next UMED District plan update.

IMPLEMENTATION:

- a. Nominate Community Council members to represent the neighborhoods on the UMED District Plan update team.

4. Establish a recommended revision/amendment date for next UMED District plan update.

IMPLEMENTATION:

- a. Evaluate and fund the UMED District plan update every 5-7 years.

LAND USE PLAN MAP OVERVIEW

The foundation for any land use plan map begins with Anchorage 2020 land use planning policies, and an adopted Anchorage Bowl Land Use Plan Map. Land use policies are translated to land use classifications, that when depicted on the land use plan map can provide the current and future development scenarios. From that foundation specific district planning area land use categories are then developed using several factors; existing land use, a district-specific planning process, development proposals, and to some degree—by a highest and best use determination.

The UMED District land use plan map is intended to guide a coordinated and compatible development pattern that balances the residential, commercial, retail, organizational and community facility, park, natural area, and utility corridor and trail land uses in well defined locations within the UMED District. Future zoning and discretionary land use changes in the UMED District will be based on the land use plan map adopted with the UMED District Plan update. The UMED District has experienced a fairly consistent development pattern since the early 1970s. This development was formalized by the 1983 Goose Lake Plan, and amended with the 2003 U-MED Universities and Medical District Framework Plan, subsequently amended in 2009 and 2012. Detailed information is on pages 68-74. The Illustration on page 65 provides a snap shot of how the UMED District Land Use Plan fits into the overall development scenario of the Anchorage Bowl.

Anchorage Bowl Plans and Implementation



Comprehensive Plan



Source: 2016 Anchorage Bowl Land Use Plan Map planning process.

KEY POLICY DIRECTIONS

The Land Use Plan Map identifies the intentions for future land use types and intensities of development within the UMED District planning area. The accompanying Table explains the implementation zoning districts most compatible with each land use designation along with the range of residential dwelling units that this plan intends per gross acre of residential and/or mixed-use areas.

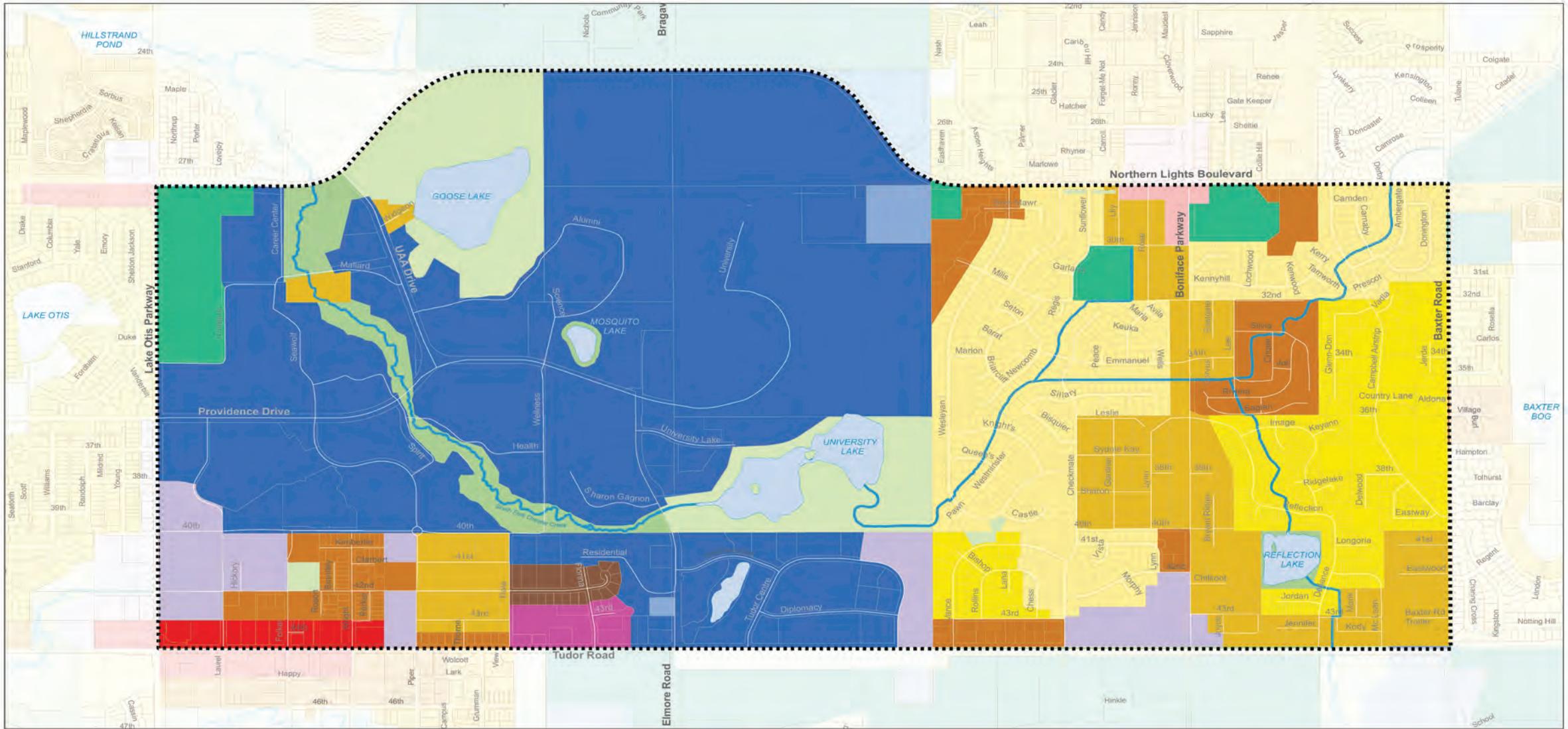
The table is color-coded with the corresponding land use plan map categories. A description of each land use category follows with the implementing zoning to further explain how the UMED District may be developed.

Dwelling units per gross acre (DUA) is a measurement of the gross property size, which includes in the calculation of that gross acre of property the following:

- The area that will be occupied by the development,
- Any required public rights-of-way,
- Any required utility easements, and
- Any other non-residential uses that may require a dedication from the gross area of the property

LAND USE PLAN MAP DESIGNATIONS	ZONING DISTRICTS	RANGE OF RESIDENTIAL DENSITIES
RESIDENTIAL		
Low Intensity, Detached	R1-A	1-5 DUA
Low Intensity, Attached & Detached	R-2A, R-2D	5-8 DUA
Low to Medium Intensity	R-2M,	8 to 15 DUA
Medium Intensity	R-3	15 to 35 DUA
High Intensity Mixed Use	R-4A	40+ DUA
COMMERCIAL		
Commercial Corridor	B-3	
Office I Low Intensity	RO-Residential Office	Up to 40 DUA
Neighborhood Commercial Center	B-1A	> 35 DUA
Tudor Comm Commercial Center	B-3	40+ DUA
UMED Village (Location TBD)		>35 DUA
COMMUNITY FACILITY		
School and Community Institutional	PLI	
Major Institutional	PLI	
Public Utility / Facility	PLI	
PARK & NATURAL RESOURCE		
Parks	PR, PLI	
Natural Area	Varied	

Figure 52. Land Use Designations and Zoning Districts



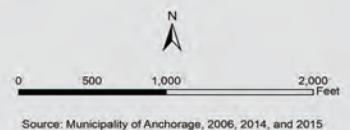
UMED District Land Use Plan

Approved March 8, 2016
A.O. 2015-140

NOTE: This map shows the land use pattern outside the UMED Plan boundary only for context. It does not designate land use categories outside of the UMED Plan boundary.

- | | | | |
|------------------------------------|-----------------------------------|------------------------------------|----------------------------------|
| Residential | Commercial | Community Facility | Park and Natural Resource |
| Low Intensity, Detached | Commercial Corridor | School and Community Institutional | Parks |
| Low Intensity, Attached & Detached | Office / Low Intensity | Major Institutional | Natural Area |
| Low / Medium Intensity | Neighborhood Center | Public Utility / Facility | |
| Medium Intensity | Tudor Community Commercial Center | | |
| High Intensity Mixed-use | | | |

UMED Plan Area



Source: Municipality of Anchorage, 2006, 2014, and 2015

Figure 53. UMED District Land Use Plan Map.

LAND USE TERMINOLOGY

Consistent land use terminology and definitions are desired throughout the Anchorage area. However, with the District-specific plans there is the ability to compile land use definitions to meet the needs of a District-specific plan. This was done for the UMED to define the UMED Village use category.

Additionally, the UMED District Plan incorporates similar terminology and definitions from the East Anchorage District Plan (EADP), such as Town Center and Medium Density Residential due to an overlap in the two planning areas between Boniface Parkway and Baxter Road. Therefore, the UMED District Land Use Plan map carries forward the land use designations from the EADP in this overlapped area for consistency between these two plans.

For the UMED District land use plan map, there are four major categories of land uses: Residential, Commercial/Mixed-use, Community Facility, and Park and Natural Resource. Under these four major categories are the applicable land use designations, descriptions of development types and densities, as well as the zoning districts that implement the land use designation.

RESIDENTIAL AREA OVERVIEW

Most of the UMED District residential neighborhoods were developed in the early 1970s with a mix of single family and multi-family development. A majority of the residential areas in the planning area are developed with stable residential neighborhoods, and no significant changes are anticipated in this Plan. However, there are some opportunities for new residential development on residential designated lands that are vacant, under-utilize or infill sites. Additional housing can also be realized through mixed use development in Commercial designated areas. Higher density residential development is encouraged at appropriate locations where there are sufficient roadways and other infrastructure, to support this level of development. Combined, these additional residential developments will help meet some of the housing demand articulated in the 2012 Anchorage Housing Market Analysis. Further, the mixed-use case studies completed for the UMED District Plan found that higher density mixed-use projects are financially feasible and would encourage and provide a more walkable pedestrian-oriented District. This intent is implemented through concrete actions found in Quality of Life vision element of the UMED District Plan.

RESIDENTIAL CLASSIFICATIONS

The Residential Classifications identify areas already substantially developed for residential purposes and are expected to remain residential for the duration of the Plan. They also include vacant, underutilized and redevelopable lands best suited for residential development.

In addition to the residential characteristics described below, other uses such as schools, churches, parks, child care facilities and other public or institutional uses may be allowed in residential areas if determined to be compatible with and oriented toward the needs of the immediate neighborhood.

Low Intensity, Detached Housing: 1- 5 dwellings per gross acre.

This land use designation provides for single family detached homes on individual lots that are already found in much of the existing residential neighborhoods in the District. This includes single family detached houses located on individual lots that are generally between 6,000 and 20,000 square feet in size. The intended density range is greater than 1 and up to 5 housing units per gross acre.

Locational Criteria:

- Areas with established single-family detached development pattern;
- Areas not severely impacted by land uses of incompatible scale or intensity;
- The building scale, landscaped setbacks and low traffic volumes on local streets contribute to this low intensity living environment; and
- Areas outside of designated redevelopment/mixed use areas, neighborhood centers and transit supportive development corridors.

This designation is to be implemented by the R-1A zoning district.

Low Intensity Attached & Detached: 5 - 8 dwellings per gross acre.

This land use designation provides for a variety of single family detached and dual-family (duplex) residential areas. It provides for increased land use efficiency and greater housing opportunities. The intended density range is greater than 5 and up to 8 dwelling units per gross acre.

Locational Criteria:

- Areas with established single-family detached and two-family development pattern;
- Areas served by well-developed infrastructure and municipal services;
- The building scale, landscaped setbacks and low traffic volumes on local streets contribute to a low intensity living environment; and
- Areas outside of designated redevelopment/mixed use areas, neighborhood, town centers and transit supportive development corridors.

This designation is to be implemented by the R-2A and R-2D zoning districts.

Low / Medium Intensity: 8 - 15 dwellings per gross acre.

This land use designation provides for a variety of single family detached and multi-family housing units in neighborhoods that offer a compatible diversity of housing choices. Residential uses include conventional single family homes on small lots, duplex structures, town houses and low density multifamily developments.

It provides for more efficient use of land and greater housing choices. The intended density range is greater than 8 up to 15 dwelling units per gross acre.

Locational Criteria:

- Areas with a mix of single and multi family housing;
- Areas that provide a transition from more intense residential and mixed use areas to lower intensity residential areas;
- Areas within walking distance of schools, parks, transit and local commercial services;
- Areas within ¼ mile of a transit route;
- Areas served by well-developed infrastructure and municipal services including paved streets, lights, water and sewer; and
- Areas outside of designated redevelopment/mixed use areas, neighborhood, town centers and transit supportive development corridors.

This designation is to be implemented by the R-2M zoning district.

Medium Intensity: 15 to 35 dwellings per gross acre.

This land use designation provides for a variety of town house and multi-family housing development. Housing at this density threshold supports a diversity of housing choices, efficient provision of public infrastructure and more frequent transit service. New housing development will have private open space and recreation areas. The intended density range is greater than 15 up to 35 dwelling units per gross acre.

Locational Criteria:

- Areas with an established mix of multi family housing;
- Areas that provide a transition from more intense residential and mixed use areas to lower intensity residential areas;
- Areas accessible to arterials without the need to travel through less intensive uses;
- Areas within walking distance of schools, parks, transit, shopping and employment;
- Areas within ¼ mile of a transit supportive development corridor; and
- Areas near or within a designated Neighborhood Center or the UMED Village.

This designation is to be implemented by the R-3 zoning district.

High Intensity Mixed Use: 40 or higher dwellings per gross acre.

This land use designation provides for mixed used development that allows for both commercial and multifamily development at a density of 40 dwelling units or higher per gross acre. Housing at this density supports a diversity of housing choices, efficient provision of public infrastructure and more frequent transit service. New projects can maximize the Locational advantages using structure parking and an intensive multi-story design. Development is designed and oriented to the sidewalk with active uses, windows and entrances.

This orientation provides an inviting pedestrian environment.

This designation is implemented by the R-4A district.

Locational Criteria:

- Areas formerly designated for office or medium density residential development that are underutilized and well positioned for high-density residential/mixed use development;
- Areas that provide a transition from major institutional university or medical center uses; more intense residential and mixed use areas to lower intensity residential areas;
- Areas accessible to arterials without the need to travel through less intensive uses; and
- Areas within ¼ mile walking distance of schools, parks, transit, shopping and employment.

This land use designation is implemented with the R4-A zoning district.

COMMERCIAL AREA OVERVIEW

Commercial areas found along the border areas of the UMED support a variety of businesses. Some of this commercial area is stable and well used, while other areas are under-utilized and redevelopment is encouraged that includes mixed-use commercial, retail and residential offerings. Mixed-use could provide opportunity for additional employment and housing with the right mix of related retail, commercial and housing options.

Timing and marketing must align to meet the critical mass to ensure development is successful and cost effective. The UMED District is a prime area for this type of development with the universities and medical campuses in close proximity and the high demand for a variety of housing types and retail offerings not currently found in this area.

COMMERCIAL CLASSIFICATIONS

The Commercial classifications describe five different commercial and retail development scenarios that encourage infill, mixed-use, and higher density residential development to meet the demand for commercial, retail, office and housing needed in the UMED District. Portions of the commercial lands located within the UMED District boundaries are under-utilized and ripe for redevelopment. A new neighborhood commercial center is envisioned for the UMED District which is further described below as the “UMED Village”.

Commercial Corridor

This land use designation provides for local and regional retail sales and services on major street corridors, which are already developed for commercial purposes.

Locational Criteria:

- The established commercial area with single-use retail or multi-tenants near the intersection of Tudor Road, Tudor Center, and Lake Otis Parkway; and
- Not intended for geographic expansion at the expense of Residential areas.

This designation is implemented by the B-3 zoning district.

Office | Low Intensity

This land use designation provides for situations where a range of office uses may be appropriate but not a broad spectrum of commercial or retail uses. Predominant uses consist of small to medium sized office buildings with business and professional medical services. Stand alone multi-family or a mix of office and multifamily residential are highly encouraged at a minimum density of 20 dwelling units per gross acre.

Locational Criteria:

- The established existing office designated areas located at Tudor, Lake Otis Parkway, and Boniface Parkway;
- The under-utilized parcels adjacent to the Piper Street corridor.
- Intended to serve as a transition between intense commercial uses and residential neighborhoods; and
- Not intended for geographic expansion at the expense of Residential designated areas.

This designation is implemented by the RO zoning district.

Neighborhood Commercial Center

Provides for small to medium size commercial centers to serve the surrounding neighborhood or cluster of neighborhoods. Predominant land uses may include small scale, non-obtrusive convenience retail and personal services, such as food markets, drug stores, restaurants and professional services.

The larger centers may be anchored by a full-sized grocery store. Stand alone multi-family or a mix of office and multifamily residential are highly encouraged at a minimum density of 20 dwelling units per gross acre.

Locational Criteria:

- The existing neighborhood commercial area located at the four corners of the Northern Lights and Boniface Parkway intersection;
- Neighborhood Commercial center should serve a surrounding area population of up to 30,000 people;
- Areas within walking distance of, or that can provide conveniences to adjacent neighborhood(s), reducing vehicle trips or driving distances;
- Areas having frontage on two streets and a locally important street corner;
- Spaced at least 1 mile from the nearest designated Neighborhood Commercial center; and
- Not intended for geographic expansion at the expense of Residential designated areas.

This designation is to be implemented by the B-1A zoning district.

Tudor Community Commercial Center

The Community Commercial Center designation provides a focal point of activity that integrates community serving retail, housing, public services and civic facilities. A range of retail shopping and services, provide most of the daily needs of residents of surrounding neighborhoods.

Low-to-medium rise offices provide services and employment. Within this center, mixed-uses and residential multifamily at a density of 40 dwelling units per gross acre is highly encouraged.

Locational Criteria:

- The existing Community Commercial area located at Tudor and east of Dale, and south of 43rd;
- Community Commercial center should serve a surrounding population of 30,000 – 40,000 people which include residents, employees, patients and students;
- Area is within walking distance of, or that can provide conveniences by walk-in trade for nearby employment and to adjacent neighborhood(s), reducing vehicle trips or driving distances;
- Areas should be served by collector or higher and have frontage on an arterial street that is served by transit;
- Spaced at least 2-4 miles from the nearest designated Community Commercial center; and
- Not intended for geographic expansion at the expense of Residential or Major Institutional designated areas.

This designation is to be implemented by the B-3 zoning district.

UMED Village

An economic analysis was conducted in 2013 for the UMED District planning area that demonstrated a new commercial neighborhood level center is viable within the UMED District. The UMED District Plan envisions a “UMED Village” developed consistent with the recommendations outlined in UMED goal 3.2. The size and scale of the UMED Village is envisioned to be similar to the scale and intent of neighborhood commercial centers defined in the 2020 Anchorage Bowl Comprehensive Plan.

Key findings and recommendations from the Strategic Economics Mixed Use Development case studies may be considered by future partners for a UMED Village. Those include: market conditions, residential rental rates, identification of shared goals and outcomes for the village, the pursuit of creative financial strategies, establishing appropriate development standards, identifying an applying available public resources, and ensuring quality of life is the compelling motivation to supply associated retail amenities.

The specific location of the UMED Village is not identified by this Plan, either through narrative or on the Land Use Plan Map. The UMED District Plan leaves it up to market trends and the individual institutional property owners to self nominate a site that generally meets the following:

Locational Criteria:

- Site or sites to total 20-25 acres in size;
- Site is not located on the edges of the UMED District planning boundary;

- Site is within walking distance of primary target clientele of university students, patients and employees within the UMED district;
- Site is or planned to be served by an arterial, with connections to bicycle and pedestrian facilities;
- Site has been conceptually planned for and included in an organizational master plan.

The zoning district to implement the UMED Village will depend on location or locations and geographic size of the UMED Village.

The UMED Plan anticipates that an amendment to the UMED District land use plan map may be necessary when the UMED Village location and concept is presented and approved. The land use plan map amendment may be processed concurrently with any necessary rezoning. The Neighborhood Center land use designation will be applied to the UMED Village land use designation as adopted in this plan.

COMMUNITY FACILITY – MEDICAL, EDUCATIONAL, SOCIAL SERVICES OVERVIEW

Early planning anticipated ongoing institutional growth on the large tracts of formerly-held federal land located in the UMED District core. The Goose Lake Plan stated that growth was expected in a “relatively coordinated manner while not detracting from the park-like setting and open spaciousness of the Goose Lake area.” This grouping of institutional uses was found to be “both compatible and in a desirable location for the many purposes and organizational expansion,” desired by the community. Over the last 32 years the UMED organizations have achieved world-wide recognition for contributions to the health, education, and social well-being of Alaskans, therefore solidifying the positive impact of the UMED District.

The UMED organizations support their missions by providing sustainable financially-feasible programs. Interface and conservation of natural areas, providing connectivity and access to trails, active and passive recreation are also found in the community facility areas.

COMMUNITY FACILITY

The Community Facility land use designation includes small, medium and large scale development found in the UMED District and supports implementation of the many organizational master planning efforts including the Alaska Native Tribal Health Consortium, Alaska Pacific University, Anchorage School District, Mental Health Trust Land Office, McLaughlin Youth Center, Municipality of Anchorage, Providence Alaska Medical Center, and University of Alaska Anchorage.

Other public facilities supported by this land use designation include an area owned and managed by Municipal Light and Power.

School and Community Institutional

The School or Community Institution designation provides for small to medium scale institutions that are integrated into the local neighborhood and provide a community service or focus for the area.

Locational Criteria:

- Sites as identified through a school site selection plan;
- Existing school or community institution designated areas;
- Intended to primarily serve nearby residential neighborhoods; and
- Not intended for geographic expansion at the expense of Residential.

This designation is to be implemented by the PLI zoning district.

Major Institutional

This land use designation provides for university, medical centers, and social service providers (organizations) that serve a wide area of the community, region, or state that collectively function as a major activity and employment center and are not usually integrated into residential areas. Large hospitals, university campuses, and major public administration campuses that provide services for the public may locate here. Supportive uses such as food, lodging, student housing, group housing or offices are allowed. Physical design and setbacks mitigate the external impacts of scale and allows the facilities to relate positively to surrounding street, natural areas and trail network. Natural areas can serve to tie the built environment of the campus areas together.

However, these natural areas are subject to organizational needs and authority to grow and develop in order to meet their individual mission. As the organizations develop within their identified development areas, they will need to carefully prioritize the open space system delineating between that which is built (designed or incorporated as part of development) and those intended to be left in their natural state to ensure that the Chester Creek Watershed and supporting wetland and riparian system is maintained to the greatest extent possible. Future site specific decisions will clarify the location and character of development and preservation of these areas.

Historically, some of the natural area was established through formal agreements, land patents, subdivision, easements or permits designating park or natural resource uses. These formal mechanisms have expired on some properties. Public recreation is subject to the owner/organizational decision.

Locational Criteria:

- The designated areas located south of Northern Lights, north of Tudor, east of Lake Otis Parkway, and west of the MLP power line that are primarily owned by the UMED organizations;
- To be served by transit and connecting to non-motorized facilities within the campus areas and those outside of the District; and
- Not intended for geographic expansion at the expense of Residential areas.

This designation is to be implemented by the PLI zoning district. This plan acknowledges that there are parcels designated as Major Institutional that are developed with land uses consistent with the land use designation. However, the underlying zoning for these parcels may be a zoning district other than PLI. Future development and, or redevelopment of these parcels should be consistent with the Major Institutional land use designation and those uses permitted under the PLI district. Major Institutions will need to address the UMED District design guidelines if they do not have an Assembly-approved master plan.

Public Utility/Facility

This land use designation provides for public facilities and infrastructure that are industrial in character located at strategic locations to serve customers within a defined geographic area or distribution grid system.

Types of public utilities include: sewer and water treatment plants, power generation plants, substations, industrial yards, water tank reservoirs, pump stations and maintenance/fleet yards. It may also include fire stations that are not oriented to on-site customer service.

Locational Criteria:

- Sites as identified in a utility master plan;
- Sites as identified in a site selection study; and
- Not intended for significant geographic expansion at the expense of Residential areas.

This designation is to be implemented by the PLI zoning district.

PARK AND NATURAL AREA OVERVIEW

The Chester Creek watershed and corridor defines the natural area found within the UMED District. Large swaths of this natural area are in organizational ownership. Some of this natural area will continue to be developed as organizational master plans are implemented. However, much of the natural area will remain, primarily those lands maintained in the Municipal park system which includes several lakes, parks, and much of the Chester Creek corridor. Conservation and restoration initiatives will need to occur in these areas consistent with the 2015 Chester Creek Watershed Plan in order to restore the health of Chester Creek and its tributaries. Active and passive recreation is allowed in these areas with paved and natural trails and park amenities.

Park

Parks located with the UMED District provide for active and passive outdoor recreation, conservation of natural resources, wildlife habitat, and trail corridors connecting the UMED core, neighborhoods, and the regional trail system. Uses include neighborhood and regional parks, special use parks that are dedicated or designated by an adopted plan for parkland or their natural resource values including wildlife habitat conservation, watershed protection and restoration, recreation and trails. Other municipal lands of high natural value that are environmentally unsuitable for development are also included. Areas are to be protected and maintained in order to “sustain and enhance environmental, social and economic functions and values of the land and watercourse” thereby supporting the natural functions of a stream, creek, and wildlife corridor within an urban environment.

Locational Criteria:

- Sites as identified in a municipal or state park master plan; and
- Sites as identified in a watershed plan.

This designation is to be implemented by the PR and PLI zoning districts.

Natural Area

Natural areas are depicted on organizational and private properties within the Chester Creek corridor and includes Class A wetlands and riparian features. This defined natural system ties the UMED Core together and serves as a bridge between the natural and urban environments. This corridor will be preserved from development. As part of the larger Chester Creek Watershed this area will continue to serve in its natural function as a creek, wetland, and riparian area providing wildlife habitat, storm water, flood relief, stream and water quality protection.

Locational Criteria:

- Sites as identified in municipal and/or organizational master plans;
- Sites described in Alaska Administrative Code, Anchorage Municipal Code, and the National Environmental Protection Act.
- Sites identified in a watershed master plan or wetland management plan; and

This designation is implemented across a variety of zoning districts.